INFLUENCE OF ORGANIZATIONAL CULTURE ON THE RELATIONSHIP BETWEEN PSYCHOLOGICAL CONTRACTS AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR

THESIS

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Abstract

What drives employees to perform organizational citizenship behavior's (OCB) may be affected in part by the type of psychological contract employees form with their organization. This research specifically investigates the relationship between relational and transactional psychological contracts and the propensity to perform (a) altruism and (b) compliance OCB. Furthermore, the influence of organizational culture dimensions (a) internal orientation and (b) external orientation on this relationship was explored. The results show that transactional psychological contracts were negatively related to both dimensions of OCB, while relational psychological contracts were positively related to both dimensions of OCB. For both OCB dimensions, organizational culture moderated the relationship between PCs and OCB only when a transactional psychological contract was prevalent. When a relational psychological contract was prevalent, neither internally or externally oriented organizational cultures moderated the relationship between relational psychological contracts and either dimension of OCB, but an unexplored dimension of organizational culture (flexibility) emerged as a moderator between relational psychological contracts and the compliance dimension of OCB. This research provided insight into employee's organizational behavior within a military context, specifically exploring their type of psychological contract formed, their perception of the culture of their organization, and their propensity to perform OCB.

I dedicate this to
my loving and supporting husband
and my mother - you both are my life

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Jennifer M. Carbajal-Ferrer

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INFLUENCE OF ORGANIZATIONAL CULTURE ON THE RELATIONSHIP BETWEEN

PSYCHOLOGICAL CONTRACTS AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR

I. Introduction

Overview

Contracts are in all aspects of our everyday lives. A contract is defined as (a) an agreement between two or more parties creating obligations that are enforceable or otherwise recognizable at law, (b) an enforceable agreement between two or more parties to do or not to do a thing or set of things, and (c) a promise or set of promises by a party to a transaction (Garner, 1999). There are several different kinds of contracts, those that are recorded on documents, those that are verbally articulated, and those that go unspoken. Some of the contracts that are more explicit include signing a lease for a home or signing a loan for an automobile. These agreements are quite explicit in that who, what, where, when, and how the agreement is defined, specified and committed to paper before the parties agree on the exchange. Other contracts are more implicit such as the reciprocity involved in doing a favor for a friend. As part of these implicit agreements, obligations and responsibilities are inferred or assumed through demonstrations of action, expressions of future intent, and sentiments of commitment (Rousseau, 1995).

Both explicit and implicit contractual agreements occur in organizations. While most employees do not sign a legally enforceable document stating the terms of employment, certain explicit requirements are documented. For instance, the terms and conditions of employment are typically detailed in an employee handbook. A handbook typically outlines a myriad of policies such as attendance, work hours, and drug rules, offering explicit obligations and a basis for deciding disputes that are encountered between employers and employees (Steingold, 2000). In contrast, employees have other agreements with their employer that are more implicit; these may

include expectations and obligations that are inferred. That is, employees may find it reasonable to (a) expect promotion opportunities in exchange for hard work after a certain amount of time, (b) provide the employer with a certain amount of work, and (c) have a secure job for a period of time.

These inferred agreements are the focus of this research. Often referred to as psychological contracts, these agreements reflect the individual employee's beliefs about the terms of the exchange between themselves and the organization (Rousseau, 1995). Robinson and Rousseau (1994) highlight the notion that psychological contracts are beliefs and perceptions, stating the agreements are subjective in nature and reside "in 'the eyes of the beholder'" (p. 246). Moreover, psychological contracts are more than mere expectations; they reflect the fundamental idea that there are a set of mutual obligations that each individual perceives (Robinson & Rousseau, 1994). Because these psychological contracts are subjective based on individual employee's beliefs and perceptions, there is room for disagreement as to what constitutes the contract (Rousseau, 1995). In order for organizations to thrive, an effort must be taken to (a) agree on the contributions that workers and employers make to the other party, and (b) understand and effectively manage psychological contracts (Rousseau, 2004).

Background

The concept of the psychological contract was introduced by Argyris (1960) who addressed the relationship between employees and their foremen, stating that a "psychological work contract" (pg.96) emerges as the employees and foremen work with each other over time. From a theoretical perspective, the importance of psychological contracts is grounded in the tenets of social exchange theory. Social exchange theory is based on the norm of reciprocity which argues that people ought to return benefits given to them in a relationship (Gouldner,

1960). Levinson, Price, Munden, Mandl, and Solley (1962) applied this idea directly to the psychological contract suggesting that reciprocation is "evident in behavior of both parties, a psychological bonding process, tying one to the other" (pg.129). In essence, individuals put forth effort toward relationships that offer them some return on the physical energy and emotional investment that they expend.

Rousseau (1978; 1989; 1990; 1995; 2000; 2001; 2004) and her colleagues (Rousseau & Parks, 1993; Rousseau & Schalk, 2000; Rousseau & Shperling, 2003; Rousseau & Tijoriwala, 1998) have revitalized the study of the concept. Through these efforts, the psychological contract has evolved to distinct types of contracts that coincide with the different factors that shape them (Rousseau, 1995). Rousseau (1995), for instance, identified types of contracts that correspond to the general patterns that differentiate how workers and employers behave toward each other. These types of contracts include relational, transactional, balanced, and transitional. The features that shape these contracts include voluntary choice, belief in mutual agreement, multiple contract makers, managing losses when contracts fail, and the contract as a model of the employment relationship (Rousseau, 2004).

More importantly, the fulfillment and breach of the contract has been linked to meaningful organizational outcomes (Bocchino, Hartman & Foley, 2003; Johnson & O-Leary-Kelly, 2003; Kickul, Lester, & Belgio, 2004; Robinson, 1996; Turnley, Boling, & Bloodgood, 2004). Empirical findings (Johnson & O-Leary-Kelly, 2003; Robinson, 1996) have indicated that a psychological contract breach is related to lower levels of key work-related attitudes (e.g., organizational commitment, job satisfaction, trust, loyalty) and objective measures (e.g., job performance). Psychological contract breach has also been found to have a relationship with lowered organizational citizenship behavior (Hui, Lee, & Rousseau, 2004; Robinson, Kraatz, &

Rousseau, 1994; Robinson & Morrison, 1995; Robinson & Rousseau, 1994). Organizational citizenship behavior is meaningful as the relationship between organizational citizenship behavior and the efficiency and effectiveness of an organization has been acknowledged by past research (Podsakoff, MacKenzie, Moorman, & Fetter, 1990; VanDyne, Graham, & Dienesch, 1994). This study continues the growing field of investigation regarding antecedents of organizational citizenship behavior.

While the effects psychological contracts have when they are breached have been demonstrated, the theoretical mechanisms triggering these effects are less clear. Some have argued that macro-concepts like society shape contract-outcome relationships. Regarding factors that may influence psychological contracts, Rousseau and Schalk (2000) documented the influence of a societal culture on psychological contracts across various communities. Similarly, Thomas, Au, and Ravlin (2003) studied the influence of a societal culture on the characteristics of a psychological contract; specifically, the formation of a psychological contract across individualistic and collectivistic societies. Others have argued that more micro-concepts like social interaction patterns and personality are key indicators that shape contract-outcome relationships (Dabos & Rousseau, 2004a; Dabos & Rousseau, 2004b; Rousseau & Shperling, 2003; Thomas, Au, & Ravlin, 2003). However, an emerging stream of research suggests that other organizational level variables such as organizational culture may have an impact on the relationship between psychological contracts and organizational outcomes such as organizational citizenship behavior.

Specifically, organizational culture has been identified as an important variable that influences such relationships. As De Witte and Van Muijen (1999) found, "organizational culture is incorporated in people's psychological contracts… people are attracted to a certain type of

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organizational culture because it provides them with guidance and security" (p.585). In other words, certain types of organizational culture influence the type of psychological contract an employee forms with their employer. For example, if a certain type of organizational culture provides an employee with guidance and security this influences the nature of the psychological the employee will form with their employer. Hence, when an employee is provided with guidance and security they will make assessments about what the organization's commitments and obligations are to them. These assessments provide the foundations for creating psychological contracts. Therefore, the question of whether organizational culture influences the relationship between psychological contracts and organizational citizenship behavior is of interest because it may moderate this relationship.

Problem Statement

Accordingly, this study explores the relationship between types of psychological contracts and organizational outcomes, namely, organizational citizenship behavior. It also addresses the influence of perceptions of organizational culture on this relationship. To address the problem this study looks at the psychological contracts, perceptions of organizational culture, and inclination to perform organizational citizenship behaviors among employees in United States Air Force (USAF) organizations.

Research Questions

The objective of this research is to evaluate factors affecting the propensity to perform organizational citizenship behaviors of USAF employees. As noted, the specific factors to be evaluated include (a) types of psychological contracts and (b) perceptions of an organizational culture. The following research questions are posed:

1. What type of psychological contract is more prevalent in USAF employees? Does the prevalence of a certain type of psychological contract differ among rank, occupation, or organization?

2. How do psychological contract types relate to an employee's propensity to perform organizational citizenship behaviors?

3. Does organizational culture moderate the relationship between psychological contract and propensity to perform organizational citizenship behaviors?

Summary

In the chapters that follow the findings of an in depth literature review, research methodology utilized, and the analysis and results of the data will be presented. Readers only interested in the analysis and results should focus on chapters 4 and 5. In the following chapter, I will define the constructs that will be used in this study and develop hypotheses regarding the way in which they may interact. Figure 1 presents the model that guides this effort and the relationships that are expected among the study variables.
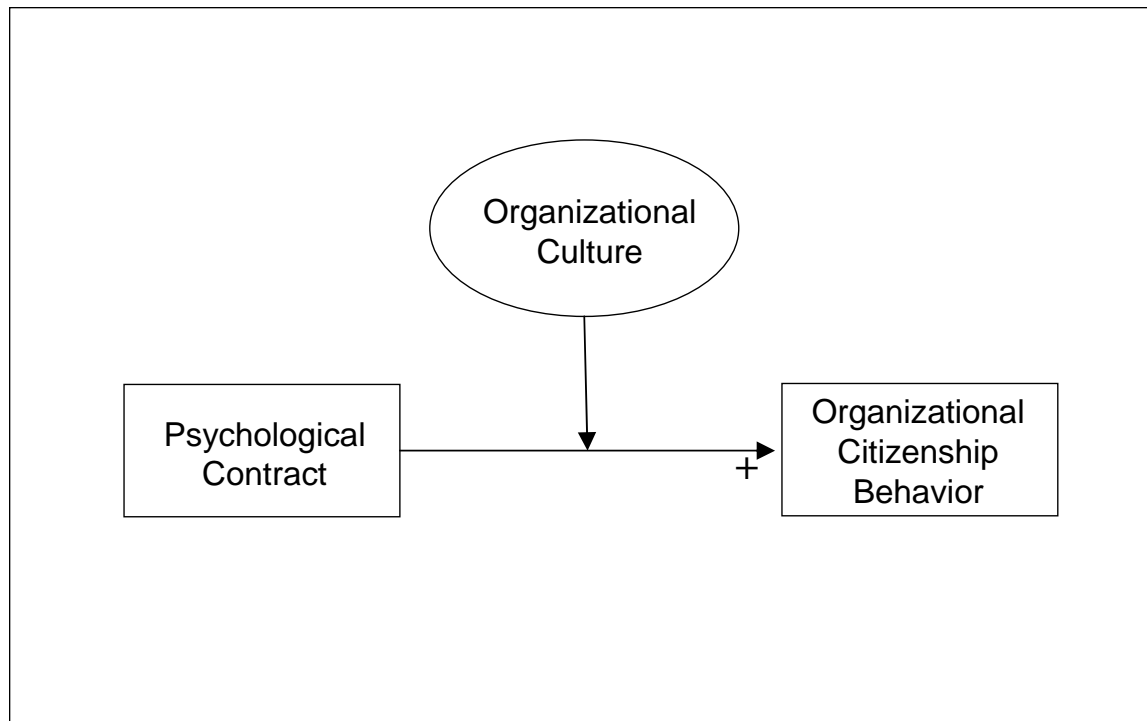
Figure 1. Predicted Thesis Relationships of the Factors That Affect
Propensity to Perform Organizational Citizenship Behaviors

II. Literature Review

This chapter examines the literature relevant to psychological contracts, organizational citizenship behavior, and organizational culture. The theory behind this research is that there is a relationship between psychological contracts and organizational citizenship behavior that organizational culture may moderate. This review explores the theory that individual employee's perceptions of an organization's culture may influence the psychological contracts they have formulated with their employer which is related to their propensity to perform organizational citizenship behavior. The implications of the findings are analyzed for variation among occupations, organizations, and rank.

Origins of Psychological Contracts

As noted, the concept of psychological contracts was first introduced over 40 years ago by Argyris (1960). As an early pioneer in the organizational behavior field, Argyris (1960) studied the behavior between individuals and their organizations in an effort "to create theory applicable to all organizations" (p. 2). In his studies of the relationship between employees and their foreman, Argyris (1960) hypothesized that a "psychological work contract" (p. 96) evolves when employees perform optimally under leadership that agrees with their needs. Shortly after, Levinson et al. (1962) further refined the concept by acknowledging that the psychological contract is made up of mutual expectations that are implicit, but nonetheless govern the relationship between an employee and employer.

Much of the contemporary theory on psychological contracts has focused on obligations and expectations in an employment relationship (Rousseau, 2002). While there are explicit obligations and expectations in an employment relationship, psychological contracts revolve around the implicit obligations and expectations. Because these are often difficult to discern,

employees form psychological contracts as mental schemas representing these implicit obligations and expectations within the relationship (Rousseau, 1989). Psychological contracts are also formed to make sense of the constantly changing, dynamic employment relationship. Most importantly, psychological contracts are built around actions taken to achieve positive outcomes and fulfillment for both parties (Rousseau, 1995).

Much of the research in the field of psychological contracts has focused on the extent to which the obligations and expectations within the relationship are fulfilled and the implications when they are breached. That is, contracts are fulfilled when the level of perceived obligations or expectations is matched by the inducements that are delivered by the organization.   Past research has shown that when the psychological contract is fulfilled, employees experience greater job satisfaction, intent to stay with the organization and trust in the organization (Robinson, 1996; Turnley & Feldman, 1999). The breach of psychological contracts, in contrast, have been found to be related to different outcomes in an organization such as lowered organizational commitment, job satisfaction, trust, and job performance (Johnson & O'Leary-Kelly, 2003; Robinson, 1996).

In addition to merely looking at the effects of fulfillment and breach of the psychological contract, present psychological contract theory suggests that different types of psychological contracts form within an organization. Research (Hui, Lee, & Rousseau, 2004) suggests that the type of psychological contract an employee holds may be related to different organizational behaviors such as in-role and extra-role performance, trust, satisfaction, and intention to remain with the organization. To study these relationships, a standard has developed on how psychological contracts have been operationalized and theoretically modeled.

Psychological Contract Defined

The concept of the psychological contract has been widely defined by many researchers in studying the employment relationship. Argyris (1960) defined the psychological contract as "an implicit agreement to respect each other's norms" (p.96). Schein (1965) defined the psychological contract as "an unwritten set of expectations operating at all times between every member of an organization and the various managers and others in that organization" (p.76). Additionally, Levinson et al. (1962) defined the psychological contract as "a product of mutual expectations that are largely implicit and unspoken and which frequently antedates the relationship between person and company" (p.21). Herriot and Pemberton (1995) defined the psychological contract as "the perception of both parties (employer and employee) of their relationship and the things they offer each other in this relationship" (p.136). Of all the research presented, Denise Rousseau's work leads the exploration of the psychological contract with her exhaustive research making her definition the standard for all current research. Rousseau (1995) defined the psychological contract as "an individual's beliefs about the terms of an exchange agreement between the individual and the organization" (p.2).

The common characteristics of all the psychological contract definitions include the fact that all imply that the contract is implicit in nature, involves mutuality between both parties involved, and includes aspects such as obligations and expectations. These characteristics are the basis in which researchers have attempted to measure psychological contracts. In past research, psychological contracts have been operationalized in various ways. Among these attempts, there have been two main perspectives distinguishing how to address psychological contracts as a construct - the etic and emic perspective (Morey & Luthans, 1984). The etic perspective is the more generalizable perspective that applies across persons and provides a common framework

across a variety of situations. The emic perspective is more localized to specific individuals, more idiosyncratic in nature and subjective to individual experiences. This study seeks to discover variation among occupations, organizations, and rank, therefore the etic perspective is employed in this study.

Many aspects of the psychological contract may be studied quantitatively with this perspective such as: a) content, b) features and c) evaluations of psychological contracts. Content refers to the terms and elements which comprise the contract. Such terms may include individual contract elements such as job security, nominal classifications, or contract types such as relational or transactional (Rousseau & Tijoriwala, 1998). Features refer to some attribute or dimension of the contract. Examples of features include: (a) whether the contract is implicit/explicit, (b) stable/unstable, or (c) written/unwritten. Evaluations assess the degree of fulfillment, change, or violation experienced within the context of the psychological contract (Rousseau, 2000). This study evaluates the content of the psychological contract in determination of what type of psychological contract an employee holds with their employer.

Contracts may also vary according to the focus of the contract, time frame, stability, scope and tangibility (Rousseau & McLean-Parks, 1993), particularism, multiple agency and violation (McLean-Parks, Kidder, & Gallgher, 1998). Although numerous typologies may be employed in categorizing psychological contracts, several studies (Macneil, 1985; Millward & Hopkins, 1998; Raja, Johns, & Ntalianis, 2004;Robinson, Kraatz, & Rousseau, 1994) have used the relational and transactional dimensions of the psychological contract to differentiate it into 2 types. In his broad-based assessment of contracts, Macneil (1985) argues that there are two contract types: a) relational and b) transactional. A relational psychological contract is a more long-term or open-ended agreement based upon mutual trust and loyalty. In this contract,

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"rewards are only loosely conditioned on performance and are derived from membership and participation in the organization" (Rousseau, 2000, p.3). Transactional psychological contracts are "employment arrangements with a short-term or limited duration, primarily focused upon economic exchange; specific, narrow duties and have limited worker involvement in the organization" (Rousseau, 2000, p.3).

In 1985, MacNeil made an early attempt at classifying the psychological contract. He distinguished the differences between relational and transactional contracts. Since, others (Rousseau, 1990; Robinson & Rousseau, 1994) have been guided by his efforts to operationalize psychological contracts and have researched the relational/transactional distinction in depth. This study continues this stream of research by accessing relational and transactional psychological contracts in a military setting. These typologies were chosen due to their demonstrated history of relevance to the classification of psychological contracts (MacNeil, 1985; Raja, Johns & Ntalianis, 2004; Robinson, Kraatz & Rousseau, 1994; Robinson & Rousseau, 1994; Rousseau, 1990; Rousseau, 2000).

Purpose of Psychological Contract Research

It is important to study psychological contracts because workers and employers need to understand and agree on the obligations and expectations in their relationship in order for their organization to thrive (Rousseau, 2004). Psychological contracts motivate employees to fulfill their obligations and commitments when they believe that their employers will do the same. Likewise, psychological contracts are important because they determine future courses of action for all parties involved; they affect an employee's work behavior, and employee intentions (Anderson & Schaelk, 1998; Rousseau, 1990; Schein, 1965, 1992). It is vital to develop a deeper

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theoretical understanding of the nature and forms of the psychological contract so that we may examine the impact of these contract forms on organizationally relevant outcomes.

In order to maximize the potential application of the psychological contact, more research is needed to determine how psychological contracts overlap with existing organizational behavior theories and concepts. Much of the research to date has focused on the problems of the psychological contract and it's violation, but the causes and consequences of different types of psychological contracts is an area that needs to be expanded upon. As previously mentioned, it is important to study different types of psychological contracts as they may be related to different organizational behavior outcomes. In his paper discussing why the psychological contract should be taken seriously and what research priorities should be advanced in future studies, Guest (1998), reiterated that different psychological contract types (e.g. relational vs. transactional) need to be further researched.

Since Guest's (1998) analysis, a growing stream of research (Robinson, 1996; Robinson & Morrison, 1995; Robinson & Rousseau, 1994) has emerged reporting that employee responses (such as in-role and extra-role performance that benefit their employer) are related to the psychological contracts that they hold. This study continues to investigate this relationship by researching how different forms of psychological contracts relate to the exhibition of extra-role organizational performance, specifically organizational citizenship behavior.

Organizational Citizenship Behavior Defined

Organ (1988) defined organizational citizenship behavior (OCB) as individual behavior that is discretionary, not directly or explicitly recognized by a formal reward system and that in the aggregate promotes the effective functioning of the organization. It may be argued that citizenship behavior should be differentiated from in-role job performance (Bateman & Organ,

1983) or should include all positive community-relevant behaviors of individuals (Graham, 1991). As other social science constructs, no definitive measure of OCB exists, although there have been many attempts at operationalizing the construct of OCB. Among these attempts, there is a common theme of identifying work behavior that contributes to the success of the organization.

There are many dimensions that have been measured quantitatively in researching OCB as a construct. In Roethlisberger and Dickson's (1964) qualitative research they grouped citizenship behaviors into (a) cooperation and (b) productivity. Cooperation included day-to-day spontaneous gestures that individuals provide when others are in need; productivity included the formal or economic structure of work dispersed within the organization. In their research, Chen, Hui, and Sego (1998) used the dimensions of (a) altruism, (b) conscientiousness, and (c) sportsmanship and found them to have requisite psychometric properties. They were not the first to use these dimensions as Bateman and Organ (1983) found their OCB measurement scale to load onto two dimensions (a) altruism and (b) generalized compliance (also referred to as conscientiousness). The items that loaded onto the altruism dimension suggested a strong disposition to help specific persons in a direct, immediate, even face-to-face sense. The items that loaded onto the generalized compliance dimension did not seem to involve direct aid to other persons, but was more of a response to general requirements of the collective efforts within an organization.

Prior to Bateman and Organ, (1983), researchers Smith, Organ, and Near (1983) also found the factor loadings of their measure to be (a) altruism and (b) generalized compliance. It appears that the dimensions of altruism and generalized compliance have proven their validity as Jones and Schaubroeck (2004) also found acceptable support for treating these theoretical factors

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(e.g. altruism and compliance OCB) as distinct composite measures representing OCB. Due to the convergent validity of these dimensions by researchers (Bateman & Organ, 1988; Chen, Hui, & Sego, 1998; Jones & Schaubroeck, 2004; Smith, Organ, & Near, 1983) the dimensions of altruism and compliance are also used in this study.

The altruism dimension of organizational citizenship behavior describes behaviors that are characteristic of helping the organization or a fellow coworker. These behaviors are performed in addition to all of the role behaviors that are required from an employee. Altruistic behaviors may achieve greater efficiency for the organization by (a) obviate the need to devote additional resources to maintenance functions, (b) increasing productivity of others and (c) positively influence sentiments about the organization. Thus, performing organizational citizenship behavior that falls into the altruism dimension increases the overall efficiency of the organization.

The compliance dimension of organizational citizenship behavior describes behaviors that go above the minimum requirements of an employee. For example, if an employee has excessive absences that are not tolerated they are not fulfilling the minimum requirement of regular attendance that is expected from employees. On the other hand, if an employee does not have excessive absences, they are engaging in behavior that is above the minimum requirement for employment. Thus, performing organizational citizenship behavior that falls into the compliance dimension does not necessarily increases the overall efficiency of the organization, but avoids decreasing the organization's efficiency.

This study seeks to investigate behaviors that contribute to the increased overall efficiency of the organization, which is captured under the altruism dimension of organizational citizenship behavior. Due to the nature of altruism being supplementary to employment

requirements, the relationship between psychological contracts and altruism is expected to be strongly associated. Contrarily, as compliance is behavior directed toward meeting generalized organizational requirements -- the compliance dimension of organizational citizenship behavior is not expected to be as strongly associated with psychological contracts. However, both dimensions are measured in order to address the relationship between the type of psychological contract an individual holds and their propensity to engage in organizational citizenship behavior.

Relationship between Psychological Contracts and Organizational Citizenship Behavior

The relationship between type of psychological contract and organizational citizenship behavior is a concept that has only recently surfaced. Several studies have investigated the relationship between psychological contracts and organizational citizenship behavior (OCB) (Hui, Lee, & Rousseau, 2004; Robinson, Kraatz, & Rousseau, 1994; Robinson & Morrison, 1995; Robinson & Rousseau, 1994; Turnley & Feldman, 1999). Previously, this stream of research has mostly focused on the effects of the fulfillment or breach of a psychological contract on OCB. For example, Robinson and Morrison (1995) researched the fulfillment of the psychological contract and the association with OCB. Turnley and Feldman (1999) researched the effect of a psychological contract breach on OCB. Both found that if a psychological contract was unfulfilled or breached, this has a negative relationship on OCB.

Along the lines of Guest's (1998) recommendation to further understand the causes and consequences of different types of psychological contracts, the focus of research between psychological contracts and OCB has begun to shift from the effects of fulfillment or breach of the psychological contract to the actual content of a psychological contract and it's relationship with employee responses (Hui, Lee, & Rousseau, 2004). It has been demonstrated that when

employees believe their employer is highly obligated to provide a broad range of obligations (e.g. relational contract), they may be more inclined to engage in a wider range of citizenship behaviors that sustain their employment (e.g. compliance OCB) as well as behaviors that benefit the employer (e.g. altruism OCB) (Hui, Lee, & Rousseau, 2004). However, when employees believe their employer is only obligated to them via a short-term economic exchange (e.g. transactional contract), they may be less likely to believe that extra-role contributions (e.g. altruism OCB) that may bring them special rewards or recognition, but instead only perform the minimal requirements of employment (e.g. compliance OCB). Therefore, this study investigates the following hypothesis:

> *Hypothesis 1: Altruism will be more strongly related to relational psychological contracts than transactional psychological contracts.*

> *Hypothesis 2: Compliance will be equally related to relational and transactional psychological contracts.*

Purpose of Organizational Citizenship Behavior/Psychological Contract Research

As Katz (1964) identified over four decades ago, there are several types of behavior that are essential to the functioning of an organization: (a) employees must be induced to enter and remain with the organization, (b) employees must carry out specific responsibilities dependably, and (c) there must be innovative and spontaneous behavior that goes beyond basic responsibilities. This third type of behavior is what we have come to know in modern literature as organizational citizenship behavior. OCB provides an organization with the necessary flexibility to work though unforeseen contingencies and increases the interdependence of the employees with one another strengthening the organization collectively. Because acts of citizenship often go unnoted by organization leaders (i.e. supervisors) the question arises as to

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why employees perform this behavior. Thus, it is worthwhile to investigate the antecedents of OCB in organizations as in the aggregate they tend to increase the efficiency and effectiveness of the organization (Rioux & Penner, 2001).

The relationship between OCB and the efficiency and effectiveness of an organization has been acknowledged by researchers (Podsakoff, MacKenzie, Moorman, & Fetter, 1990; VanDyne, Graham, & Dienesch, 1994) as they have both examined a variety of OCB antecedents. Antecedents researched include (a) personal factors, (b) employee perceptions of situational factors in a workplace, and (c) positional factors (VanDyne, Graham, & Dienesch, 1994; Rousseau, 1978). Personal factors include an employee's affective state of satisfaction with a broad range of job-related dimensions and the individual's dispositional tendency to approach situations cynically. The situational factors include perceptions of an organization's values and perceptions of the motivating potential of employee jobs. The positional factors (Rousseau, 1978) represent an individual's membership or position in an organization and include organizational tenure and hierarchical job level. These three broad categories of antecedent factors represent a variety of constructs that have demonstrated relevance to organizational behavior such as: (a) job attitudes, (b) cynicism, (c) workplace values, (d) tenure, and (e) motivation.

It has been acknowledged by many researchers (Organ, 1988; Podsakoff, Ahearne, & MacKenzie, 1997) that OCB is a critical area that must be researched, since these contributions may be essential to the effective functioning of an organization. The outcome variable of OCB is of particular interest because these contributions are made at the employee's discretion and ultimately increase the organization's efficiency and effectiveness (Rioux & Penner, 2001). Additional studies (Organ, 1988; Podsakoff, Ahearne & MacKenzie, 1997) have also found

organizational citizenship behavior to be essential to effective functioning of an organization. For example, the beliefs that employees hold regarding their obligations to their employer and the employer's obligations towards them (i.e. psychological contract) may influence their inclination to perform outside of their expected duties (i.e. organizational citizenship behavior).

In their 1994 study, VanDyne, Graham, and Dienesch researched the relationship between several OCB antecedents through the mediator of a covenantal relationship. Similar to a psychological contract, the covenantal relationship between an employee and their employer is based on ties that bind individuals to their organizations and vice-versa (Kanter, 1968). Both the psychological contract and covenants are special forms of contracts that are based on individual employee perceptions or beliefs regarding their cross-level and reciprocal relationships with their employing organizations (Van Dyne, Graham, & Dienesch, 1994). Conversely, unlike the psychological contract, the covenant is a more extreme form of a relational contract. It differs from a social exchange in that covenants imply acceptance and internalization of organizational values (Etzioni, 1988) but psychological contracts need not involve this internalization (Rousseau, 1989). Van Dyne, Graham, and Dienesch (1994) found support for their hypothesis of the covenantal relationship being positively associated with categories of OCB. This alone justifies further analyses of the relationships between psychological contracts and organizational citizenship behavior.

If it is true that the relationship between psychological contracts and OCB is of significant importance, then it becomes imperative to research what factors influence this relationship. Researchers have investigated several mediating processes such as (a) satisfaction (Moorman, 1991) and (b) trust (Podsakoff & al., 1990; Konovsky & Pugh, 1994) that account for the relationship between OCB and its antecedents. Extending the work from processes that

mediate a variety of antecedents and OCB, this study investigates if the relationship between certain types of psychological contracts and the propensity to perform OCB is more likely to occur in certain organizational cultures.

Organizational Culture Defined

Since the inception of culture into organizational research, the construct of organizational culture has remained broad and widely inclusive in scope. For this reason, the definition of organizational culture varies widely in empirical research. In a review, (Kroeber & Kluckhohn, 1952) cited over 150 definitions from the literature. Some recent examples include Kotter and Heskett's (1992) definition of organizational culture as "the values and behavior patterns of an organization that persist over time and are adopted by new employees" (p.4). One of the most popular definitions is Schein's (1990) definition as "a pattern of basic assumptions developed to cope with problems that has worked well enough to be valid and taught to new members" (p.12). Overall, the foundation for the various definitions resides around a shared perception of the environment in which an organization exists. Although this shared perception of organizational culture exists, the dimensions of organizational culture that have been researched are diverse.

Since the origin of organizational culture as an empirical research construct no set of uniform characteristics of organizational culture have emerged. In fact, previous studies have examined many different dimensions and attributes of organizational culture, 114 dimensions according to one analysis (Van der Post & Smit, 1997). Since their review, the list of new organizational culture dimensions has continued to grow. Numerous perspectives may be taken as to what dimensions to study. For example, Harrison (1972) identified four different cultural orientations as a framework for studying organizational culture. These consisted of: (a) power orientation – the desire to dominate all competition (b) role orientation – the desire to be rational

and orderly, (c) task orientation – the desire to get the job done and achieve results, and (d)

person orientation – the desire to serve the organization's members. Quinn and colleagues

(Quinn & McGrath, 1985; Quinn & Rohrbaugh, 1981, 1983) proposed organizational culture

dimensions of: (a) flexibility/stability – the extent that organizational versatility and pliability or

steadiness and durability contribute to the effectiveness of the organization, and (b)

internal/external orientation - the extent that organizational cohesion and consonance to

separation and independence contribute to the effectiveness of the organization (Cameron &

Quinn, 1999, p.30). This framework was termed the Competing Values Model in 1983 by Quinn

and Rohrbaugh.

Due to the diversity of organizational culture dimensions, no one framework or outline of

organizational culture is correct. But some measures utilize dimensions that are better suited to

investigate criterion of interest. Because the Competing Values Model has been found to be

highly congruent with well-known and well-accepted categorical schemes that organize the way

people think, their values and assumptions, and the ways they process information (Cameron &

Quinn, 1999), the specific dimension of internal versus external orientation is investigated in this

research study. It was decided to focus on the internal/external orientation dimension over the

flexibility/stability dimension as the former focuses on aspects that may differentiate the type of

psychological contract an employee may hold. For instance, the extent that organizational

cohesiveness or consonances to separation are prevalent may influence if the employment

relationship is though to be relational or transactional in nature. As such, highly cohesive

organizations may foster relational psychological contracts and organizations with high

consonance to separation may foster transactional contract with their employees.

This dimension represents (a) the core values on which judgments about the organization is made, (b) what the employee sees as right and appropriate, and (c) what an employee values about an organization's performance (Cameron & Quinn, 1999). These representations are of interest in this study because values have been shown to drive individual behavior, (Cameron & Quinn, 1999) thus performing OCBs may also be driven or influenced by organizational values. Furthermore, people often join organizations whose values align with their own (Erdogan & Bauer, 2005) and this may be related to what kind of psychological contract an employee may hold with their employer.

Relationship between Psychological Contract/OCB and Organizational Culture

There have been many additional factors relating to psychological contracts and organizational citizenship behavior. To begin, several studies (Dabos & Rousseau, 2004a; Raja, Johns, & Ntalianis, 2004; Thomas, Au, & Ravlin, 2003) have looked at numerous factors relating to the psychological contract to include: (a) social interaction patterns, (b) personality, and (c) culture. For example, Dabos and Rousseau (2004a) found empirical evidence that social interaction patterns among employees have a role in shaping their psychological contract beliefs. Raja, Johns, and Ntalianis (2004), found that personality characteristics were related to reported contract type. Thomas, Au, and Ravlin (2003) draw attention to the systematic variation in the cultural orientation of individual influences on the formation of the psychological contract.

In addition, several studies (Krebs, 1970; Gergen, Gergen, & Meter, 1972; Jones & Schaubroeck, 2004) have also looked at numerous factors relating to OCB to include: (a) extraversion, (b) neuroticism, (c) educational level, and (d) race. For instance, Krebs (1970) found that the prosocial dimension of OCB was positively correlated with extraversion and negatively correlated with neuroticism. A review by Gergen, Gergen, and Meter (1972) found

that educational level was positively correlated with the responsibility dimension of OCB. Additionally, Jones and Schaubroeck (2004) found that the relationship between race and OCB contained several intervening processes (or moderators) that were not accounted for. Organizational culture is investigated in this study to determine if it moderates the relationship between psychological contracts and organizational citizenship behavior.

There are many studies that provide the basis for the argument that organizational culture has an influence on psychological contracts. Similarly to the formation of psychological contracts, an organization's culture develops in interaction between an individual employee and the organization (De Witte & Van Muijen, 1999). As both psychological contracts and organizational culture develop around common influences, there has been research investigating how different cultures influence psychological contracts. Previous research on the influence of culture on the psychological contract has been focused on cross-cultural differences. For example, Thomas et al. (2003) studied the influence of a societal culture on the characteristics of a psychological contract; specifically, the formation of a psychological contract across individualistic and collectivistic societies. Likewise, Rousseau and Schalk (2000) acknowledged that societal cultures place limits on the psychological contract through the regulations that govern acceptable behavior by employees and employers.

To date, very little research has expanded beyond societal influences to include organizational culture as an influence on an employee's psychological contract. As both societal culture and organizational culture are defined by relatively stable values, attitudes, and behavioral assumptions, it may be inferred that as societal culture influences an employee's psychological contract, organizational culture may also have an influence on employee beliefs about what is acceptable in the workplace and consequentially, what is allowed in their

employment relationship. One study (Rousseau & Tijoriwala, 1998) that has acknowledged the influence of organization culture discussed how factors arising out of an organization's culture can contribute distinctive and setting-specific content to the psychological contract of organizational members. As such, adherence to organizational norms is often part of the employee's performance obligation. Additionally, Makin et al. (1996) discussed how in relation to psychological contracts, it has been found that the organization's culture defines or at least provides the framework for, the type of contract that will exist.

This emerging stream of research suggests that external influences at the societal level as well as internal influences at the organizational level both have an impact on the psychological contract that an individual employee may hold. Thus, this is an area worthy of additional exploration, since studying organizational culture may provide new information as to how it influences psychological contracts. As well as having an influence on psychological contracts, other studies provide the basis for the argument that organizational culture also has an influence on organizational citizenship behavior.

As previously mentioned, most of the research done in determination of what antecedents are related to OCB have been on specific characteristics attributed to individual employees such as: (a) extraversion, (b) neuroticism, (c) educational level, and (d) race. In an attempt to capture more of a holistic influence on OCB, we have chosen to look at more encompassing variables such as psychological contracts and organizational culture. Past findings indicate that organizational culture may impact the propensity to perform OCB.

In relation to OCB, past cultural research (Moorman & Blakely, 1995) shows those individuals holding more collectivistic values or norms are more likely to perform organizational citizenship behaviors than individuals holding more individualistic values or norms. This

provides a basis for suggesting that certain organizational cultures may be related to the performance of OCB by its employees. Being that past research provides a foundation for the premise that organizational culture has an influence on both the psychological contract an employee holds, their propensity to perform organizational citizenship behavior, and the aspects of internal/externally oriented organizational cultures, it is logical to hypothesize that certain organizational cultures may moderate the relationship between psychological contracts and organizational citizenship behavior.

For instance, if an organization's culture is highly oriented internally, it values integration and unity with the organization. When an organization values integration and unity, behavior may be fostered that is not individually acknowledged and rewarded, but improves the effectiveness of the organizational in the aggregate. This behavior may be fostered regardless if individual employees hold relational or transactional psychological contracts. In other words, if performing OCB is fostered by the organizational culture, the type of psychological contract may not be related to the propensity to perform OCB. Contrarily, if an organization's culture is highly oriented externally, it values differentiation and rivalry. In a culture where differentiation and rivalry are valued, behavior will be fostered that consists of individual actions that are directly rewarded as rivalry is high. Being that OCB is discretionary behavior that improves the effectiveness of the organization in the aggregate, externally oriented organizational cultures may not foster OCB.

In summary, if the organization is reported as having a high internal orientation, the type of psychological contract that an individual holds may be not related to their propensity to perform organizational citizenship behavior. It is hypothesized that this only holds true for the altruism dimension of organizational citizenship behavior as this dimension facilitates overall

improvement of the effectiveness of the organization. Organizational culture is not hypothesized to influence the compliance dimension of organizational citizenship behavior because all employees should perform behaviors that meet the minimum requirements in order to remain employed. Thus, the following hypotheses are investigated in this study:

> *Hypothesis 3: Organizational cultures with a high internal orientation will moderate the relationship between relational and transactional psychological contracts and the altruism dimension of organizational citizenship behavior.*

> *Hypothesis 3a: Organizational cultures with high internal orientation will not moderate the relationship between relational and transactional psychological contracts and the compliance dimension of organizational citizenship behavior.*

> *Hypothesis 4: Organizational cultures with a high external orientation will not moderate the relationship between relational and transactional psychological contracts and altruism or compliance dimensions of organizational citizenship behavior.*

Purpose of Psychological contracts /OCB /Organizational culture Research

As early as 1939, Roethlisberger and Dickson discussed how organizational cultures may hurt or help an organization's performance. For many years thereafter, the concept of an organizational culture went overlooked, until the early 1980's when Japanese firms had outperformed American firms within the last few decades. Several authors (Ouchi, 1981; Pascale & Athos, 1981) published best-selling novels that aimed at providing insight into how Japanese firms operated. At that time, society was interested in discovering what the differentiating factors allowed Japanese firm's to prosper. Thus, research began regarding many aspects of industrial and organizational firms.

It has been found that corporate (organizational) culture can have a significant impact on a firm's long-term performance (Kotter & Heskett, 1992). This may be attributed to the impacts that an organization's culture has on the behavior of its employees. The belief that organizational culture has a profound impact on the effectiveness and performance of the employees within the organization is widely recognized in the literature. For example, organizational culture may influence an organizational environment by: (a) employees trying to fit in with the culture (Peters & Waterman, 1982; Schein, 1992), (b) the culture being taught to new employees within the organization (Sathe, 1985; Van Maanen, 1978), and (c) younger employees taking on the values of their mentors (Donaldson & Lorsch, 1983).

Because organizational culture can perpetuate itself in numerous ways within an organization, it is important to investigate the impact of organizational culture when seeking to improve an organization. By diagnosing what type of culture an organization has, initiatives may be taken to: (a) provide insight into the key values and norms across an entire organization, (b) improve or change the organization's culture to better fit organizational goals, and (c) identify if certain organizational cultures affect relationships between other organizational constructs. This last initiative is the purpose of incorporating organizational culture into this study. By studying the type of organizational culture that exists in an organization, we may evaluate whether type of organizational culture moderates the relationship between psychological contracts and organizational citizenship behavior.

Summary

This chapter presented the literature background and the hypothesis that is tested in this study. The remaining document will describe the methods used to study the variables of interest, the data analysis, and the conclusions.

III.   Method

This chapter describes the procedures used to test the theory and hypothesis developed in the previous chapter. In order to evaluate the research hypotheses, a survey was used to measure (a) psychological contracts, (b) organizational citizenship behavior, and (c) organizational culture among Air Force acquisition professionals. The demographics of the respondents reviewed in order to identify response trends were based on (a) rank/grade, (b), occupation and (c) organization. Finally, the chapter concludes with a brief introduction to the analytical methodologies used to answer the research questions presented in the previous chapters.

Sample and Procedures

Full-time military acquisition professionals working for the United States Air Force (USAF) were invited to participate in this study. For the purpose of this study an acquisition professional was defined in a way that is consistent with the Air Force's definition which includes those skilled practitioners that have occupational specialties such as developmental engineering, acquisition logistics, contracting, auditing, test and evaluation, program management, and scientists. To test the extent to which the participant's actually represent the population of acquisition professionals, several demographic characteristics were measured. First, the participants were asked to report their rank/grade. Second, the participants were asked to describe their primary occupation. To do this, a single item asked, "Describe your occupation (e.g. engineer, scientist, program manager)?". Finally, the participant's organization type was then reported by a single item asking each participant to "Please list your office symbol. (e.g. organization/section, 88 CPTS/FMFCC, SAF/USAF)".

Participants were invited to participate through an electronic message sent to each of their work accounts. The message included a description of the study, the study's purpose of testing

the relationship between the link, fit, and influence of organizational culture with psychological contracts, and information informing them that the study was seeking to identify the strongest indicator(s) of organizational citizenship behavior. In addition, the employees contacted were advised that their responses and participation are confidential, that their participation is voluntary, and that there would not be any penalty for not participating. Finally, the message included a link to the web-based questionnaire. The questionnaire was stored on an Air Force Institute of Technology server to ensure that the data could not be accessed by those outside of the organization. Two follow up messages were sent to the participants. After initial contact, these subsequent requests to complete the web-based survey were sent at one week increments for a total collection time of three weeks.

Measures

   Psychological contracts. Numerous measures exist for psychological contracts, but no empirical research has demonstrated the measurement of the psychological contract in a military setting. As such, this study utilized three measures in an effort to ascertain the most reliable instrument for a military employment relationship. These three instruments each measured two unique types of psychological contracts. These types were relational and transactional contracts. Relational contracts were measured with 24 items. These items come from (a) the Psychological Contract Inventory (PCI) developed by Rousseau (2000), (b) the Psychological Contract Scale developed by Millward and Hopkins (1998), and (c) an instrument developed by Robinson, Kraatz, and Rousseau (1994). Independent studies have found each of these scales to be sufficiently reliable. For instance, Rousseau (2000) reports that the nine item scale had a reliability coefficient that did meet the traditional standards for convergence and reliability (where a minimum Cronbach's alpha coefficient is .70) but failed to report the actual value.

Other studies (Dabos & Rousseau, 2004a; Dabos & Rousseau, 2004b) have used this measure.

Dabos and Rousseau (2004a) reported a coefficient alpha of .79. In this study a coefficient alpha of .84 was found, meeting the traditional standards for convergence and reliability. An example item from Rousseau's (2004) scale is "To what extent has your employer made the following commitment or obligation to you? Concern for my long-term well being". This item reflects the employer obligations that an employee may expect from their organization. A full listing of the items utilized from this measure are presented in Table 1 below.

Millward and Hopkins (1998) originally presented an 11-item measure of relational contracts. For this measure, they reported a reliability coefficient of .86. However the factor structure of this scale has not been stable across studies. In an effort to address this issue, Raja, Johns, and Ntalianis (2004) shortened the measure created by Millward and Hopkins (1998) to nine items. By reducing the number of items the factor structure stabilized. Based on the findings, the abbreviated 9-item scale was used in this study as well. Several other studies (e.g. Raja, Johns, & Ntalianis, 2004; Irving, Cawsey, & Cruikshank, 2002) have also used this measure. For this instrument, Raja, Johns, and Ntalianis (2004) reported a coefficient alpha of .79. In this study a coefficient alpha of .87 was found, meeting the traditional standards for convergence and reliability. An example item from the scale is "To what extent do the items below describe your relationship with your organization? To me working for this organization is like being a member of a family". This item reflects the relational orientation of the employee's psychological contract with their organization. A full listing of the items utilized from this measure are presented in Table 2 below.

The reliability of Robinson, Kraatz, and Rousseau's (1994) 6 single-item measures of obligations was assessed with a test-retest analysis. Correlations ranged from .74 (job security) to

.92 (training). In this study a coefficient alpha of .57 was found, not meeting the traditional standards for convergence and reliability. The difference in reliability estimates may be related to the different methodologies in determination of reliability. An example item from Robinson, Kraatz, and Rousseau's (1994) scale is "To what extent have you made the following commitment or obligation to your organization? Working long hours". This item reflects the perceived obligations that an employee perceives are expected from them. A full listing of the items utilized from this measure are presented in Table 3 below.

Transactional contracts were measured with 23 items that come from the same three instruments. Similar to the relational scales, these scales have demonstrated satisfactory levels of reliability. As with the relational type, Rousseau (2000) reported that the seven item scale measuring transactional psychological contracts had a reliability coefficient that met the traditional standards for convergence and reliability but failed to report the actual value. Other studies (Dabos & Rousseau, 2004a; Dabos & Rousseau, 2004b) have used this measure. Dabos and Rousseau (2004b) adapted items from the PCI and reported coefficient alphas ranging from .82 (scientists) to .85 (directors). In this study a coefficient alpha of .78 was found, meeting the traditional standards for convergence and reliability. An example item from Rousseau's (2004) scale measuring transactional psychological contracts is "To what extent have you made the following commitment or obligation to your organization? Do only what I am paid to do". This item reflects the perceived obligations that an employee perceives are expected from them. The

full list of items utilized from this measure are presented in Table 1.

Table 1. Psychological Contract Items adapted from Rousseau (2000)

To what extent has _your employer_ made the following commitment or obligation _to you_?
Concern for my personal welfare
Be responsive to employee concerns and well-being
Make decisions with my interests in mind
Concern for my long-term well-being
Support me in meeting increasingly higher goals
Limited involvement in the organization
Training me only for my current job
A job limited to specific, well-defined responsibilities
To what extent have _you made_ the following commitment or obligation to _your organization_?
Make personal sacrifices for this organization
Take this organization's concerns personally
Protect this organization's image
Commit myself personally to this organization
Perform only required tasks
Do only what I am paid to do
Fulfill limited number of responsibilities
Only perform specific duties I agree to when hired

Similar to the relational psychological contract measure, Millward and Hopkins (1998) originally presented a 20-item measure for transactional contracts. For this measure, they reported a reliability coefficient of .88. As with the relational instrument, the factor structure of this scale was unstable. To stabilize the factor structure Raja, Johns, and Ntalianis (2004) shortened the transactional measure to nine items. Based on the findings, this abbreviated 9-item scale was used in this study as well. Several other studies (e.g. Raja, Johns, & Ntalianis, 2004; Irving, Cawsey, & Cruikshank, 2002) have used this measure; Raja, Johns, and Ntalianis (2004),

reported a coefficient alpha of .72 for measuring transactional psychological contracts. In this

study a coefficient alpha of .80 was found, meeting the traditional standards for convergence and

reliability. An example item from the scale is "To what extent do the items below describe your

relationship with your organization? I prefer to work a strictly defined set of working hours".

This item reflects the transactional orientation of the employee's psychological contract with

their organization. The full list of items utilized from this measure are presented in Table 2.

Table 2. Psychological Contract Items adapted fromRaja, Johns, & Ntalianis (2004)

To what extent do the items below describe your relationship with your organization?
I work only the hours set out in my contract and no more
My commitment to this organization is defined by my contract
My loyalty to the organization is contract specific
I perefer to work a strictly defined set of working hours
I only carry out what is necessary to get the job done
I do not identify with the organizations' goals
I work to achieve the purely short-term goals of my job
My job means more to me than just a means of paying the bills
It is important to be flexible and to work irregular hours if necessary
I expect to grow in this organization
I feel part of a team in this organization
I have a reasonable chance of promotion if I work hard
To me working for this organization is like being a member of a family
The organization develops/rewards employees who work hard and exert themselves
I expect to gain promotion in this company with length of service and effort to achieve goals
I feel this company reciprocates the effort put in by its employees
My career path in the organization is clearly mapped out
I am motivated to contribute 100% to this company in return for future employment benefits

The reliability of Robinson, Kraatz, and Rousseau's (1994) 7 single-item measures of obligations was assessed with a test-retest analysis. Correlations ranged from .72 (proprietary protection) to .85 (high pay). In this study a coefficient alpha of .40 was found, not meeting the traditional standards for convergence and reliability. The difference in reliability estimates may be related to the different methodologies in determination of reliability. An example item from Robinson, Kraatz, and Rousseau's (1994) scale is "To what extent has your employer made the following commitment or obligation to you? Rapid advancement". This item reflects the employer obligations that an employee may expect from their organization. The full list of items utilized from this measure are presented in Table 3.

Table 3. Psychological Contract Items adapted from Robinson, Kraatz, & Rousseau (1994)

| To what extent has *your employer* made the following commitment or obligation *to you*? |
| --- |
| Rapid Advancement |
| High Pay |
| Pay based on current level of performance |
| Training |
| Long-term Job Security |
| Career Development |
| To what extent have *you made* the following commitment or obligation to *your organization*? |
| Working long hours |
| Loyalty |
| Volunteering to do non-required tasks on the job |
| Giving advance notice if taking a job elsewhere |
| Willingness to Accept a transfer |
| Refusal to support the organization's competitors |
| Protection of Proprietary Information |

Participants responded to the instruments using a using a 5-point Likert-type response scale ranging from 1 = *not at all* to 5 = *to a great extent*. Based on the findings, Rousseau's (2000) instrument was decided to be used in analysis. The sole use of this instrument was

determined on for several reasons (a) this measure has the most reliable coefficient alpha of .84

for relational and .78 for transactional psychological contracts and (b) this measure evaluated

both the obligations and commitments of both employees and employers towards one another.

 Organizational citizenship behavior. Organizational citizenship behavior was measured

by a 14-item instrument developed by Bateman and Organ (1983). Items measured two factors of

organizational citizenship behaviors (a) altruism (six items) and (b) compliance (eight items).

Participants respond to each item using a seven-point Likert-type response scale ranging from 1

= *very uncharacteristic* to 7 = *very characteristic*. An example of an item is "Rate how

characteristic your behavior is of the following statements? Volunteers to do things not formally

required by the job". This item reflects an item measuring the altruism factor of organizational

citizenship behavior. Smith and her colleagues (1983) reported alpha coefficients of .88

(altruism) and .85 (compliance). More recently, Jones and Schaubroeck (2004) reported

reliabilities for the two measures at .79 (altruism) and .80 (compliance).

 Organizational culture. Organizational culture was measured with the Organizational

Culture Assessment Instrument (OCAI) developed by Cameron and Quinn (1999). The OCAI

measures six characteristics of culture. These include: (a) dominant characteristics, (b)

organizational leadership, (c) management of employees, (d) organizational glue, (e) strategic

emphasis, and (f) criteria of success. For each of these characteristics, organizations may fall

along two competing dimensions of culture, one represents effectiveness criteria that emphasize

the versatility of the organization (i.e., flexibility vs. stability) as shown on the y-axis in Figure 2.

The other represents the effectiveness criteria that emphasize the orientation of the organization

(i.e., internal vs. external) as shown on the x-axis in Figure 2. Both of these dimensions represent

unique or competing assumptions about the organization. Together these two dimensions form

four quadrants, each representing a distinct set of organizational effectiveness indicators. These four clusters of criteria represent the core values of an organization. Depending on what an organization believes its effectiveness indicators to be, it falls into 1 of 4 four quadrants (organizational cultures) that corresponds to their core values. Each organizational culture is given a letter that makes a distinction to its core values. For the purpose of this study, the following cultures will be used: (a) a culture whose core values and effectiveness indicators are predominantly flexibility with an internal focus, (b) a culture whose core values and effectiveness indicators are predominantly flexibility with an external focus, (c) a culture whose core values and effectiveness indicators are predominantly stability with an internal focus, and (d) a culture whose core values and effectiveness indicators are predominantly stability with an external focus.

Figure 2. The Four Culture Types based on the Competing Values Framework
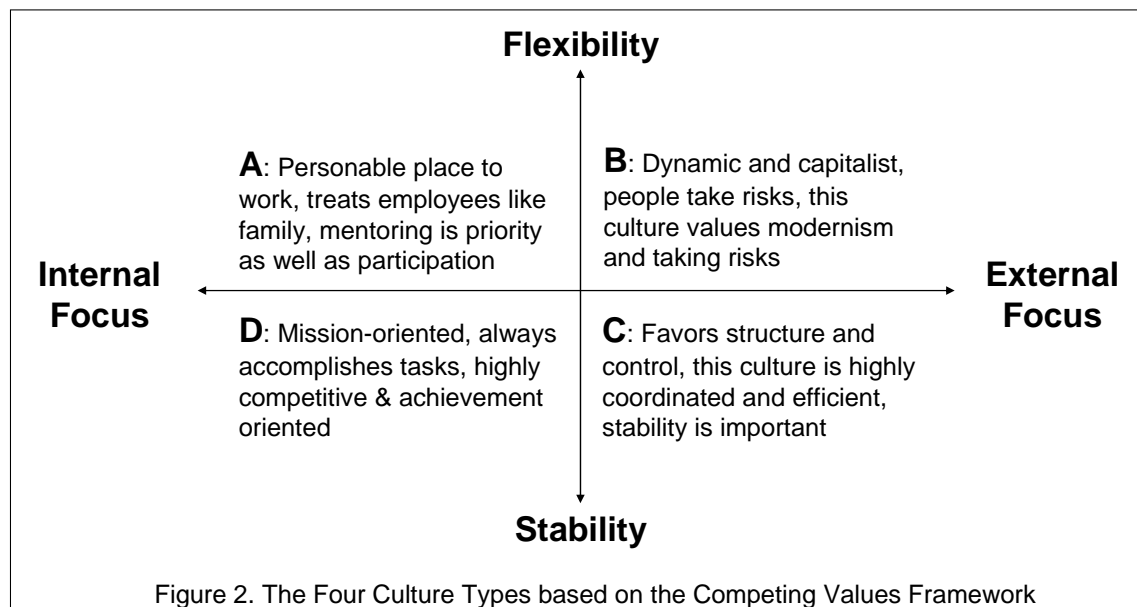
Note. Adapted from Diagnosing and Changing Organizational Culture: Based on the Competing Values Framework, by K. S. Cameron & R. E. Quinn, 1999, Reading, MA: Addison-Wesley.

To place an organization within one of these types, participants were asked to evaluate each of the six characteristics of their organization's culture. For each characteristic participants considered four items (representing the four types of culture; namely, A, B, C, and D) and

indicated the extent to which each of the items represents their organization's culture. For example, an organization's management of employees were assessed by asking the participant "The management style in the organization is characterized by: (a) Teamwork, consensus, and participation – this alternative represents the "A" culture, (b) Individual risk-taking, innovation, freedom, and uniqueness – this alternative represents the "B" culture, (c) Hard-driving competitiveness, high demands, and achievement – this alternative represents the "C" culture, and (d) Security of employment, conformity, predictability, and stability in relationships – this alternative represents the "D" culture," The participants assigned a number to each of the alternatives, not below 0 or exceeding 100, that signifies how closely each choice signifies their organization. For each question, the participants must use all 100 points among the four items, such that the sum across all four items equals 100-points.

Several studies have addressed the issue of the OCAI's reliability. Quinn and Spreitzer (1991) reported estimates of reliability (coefficient alpha) that ranged from from .71 ("D" culture) to .79 ("B" culture). Similarly, Yeung, Brockbank, and Ulrich (1991) utilized the instrument to assess the culture of many Fortune 500 companies, reporting estimates of reliability that ranged from .76 ("A" culture) to .80 ("B" culture). In higher education institutions, Zammuto and Krokower (1991) found estimates of reliability that ranged from .67 ("A") to .83 ("B" culture).

Analysis

Table 4 summarizes the research questions and the analyses that were done to address these. In summary, t-tests, ANOVAs, correlations, and regression analysis were used to answer the research questions outlined in the introduction. Specifically, a t-test was run to determine if there was a difference between what type of psychological contract was held for the respondents.

ANOVAs were then run across the types of psychological contracts and different employee ranks, occupations, and organizations to look for trends in the data. Research question two was answered by creating a correlation table to see if there were any significant correlations between the types of psychological contracts and the dimensions of organizational citizenship behavior. Research question three, the extent to which organizational cultural differences moderate the relationship between the perceptions of the employee's psychological contract and their propensity to perform organizational citizenship behaviors was answered by a statistical procedure known as linear regression.

Table 4. Research Questions & Analysis Employed

Research Question	Analysis Employed
1. What type of psychological contract is more prevalent in USAF employees? Does the prevalence of a certain type of psychological contract differ among rank, occupation, or organization?	Paired samples t-test; ANOVAs
2. How do psychological contract types relate to an employee's propensity to perform organizational citizenship behaviors?	Correlations
3. Does organizational culture moderate the relationship between psychological contract and propensity to perform organizational citizenship behaviors?	Linear Regression

Summary

The purpose of this chapter was to provide an explanation of the method used to accomplish the research objectives. First, the chapter discussed the sample population and procedures that were used to collect data. Second, the chapter discussed the measures that were utilized in the data collection. Finally, the methods for data analysis were discussed. The next chapter will provide the results of the data analysis, which were the basis for answering the research questions posed.

IV. Results

This chapter presents the analysis of the research study conducted to investigate the relationship between the link, fit, and influence of organizational culture on the relationship between psychological contracts and organizational citizenship behavior, seeking to identify the strongest indicator(s) of organizational citizenship behavior. This chapter provides the results for the three research questions posed as well as the four hypotheses presented earlier. To begin, descriptive statistics for the variables in the study are presented. Following thereafter, the research questions and hypotheses will be investigated using a t-test, ANOVAs, correlations, and regression analysis. The Statistical Package for Social Sciences (SPSS) version 13.0 was used in this study. The following sections present the findings accordingly.

Descriptive Statistics

The descriptive statistics provided include the sample size, mean, standard deviation, number of items used to measure each construct and their according reliabilities. The descriptive statistics are summarized in Table 5.

Table 5. Descriptive Statistics

	N	Mean	Std. Dev.	# of Items	α
Relational PC	58	3.63	.67	9	.84
Transactional PC	58	2.19	.68	7	.79
Altruism	59	5.49	.92	6	.82
Compliance	59	5.25	.94	8	.82
Culture A (Internal/Flexible)	59	25	8.64	6	.73
Culture B (External/Flexible)	59	21	9.28	6	.83
Culture C (External/Stable)	59	25	9.36	6	.80
Culture D (Internal/Stable)	59	30	10.42	6	.78

First, each scale appeared to be reliable. All of the constructs had a Cronbach's alpha value above .70, which is the generally accepted standard (Nunnally & Bernstein, 1994). The average Cronbach's alpha for all measures was .80. The lowest was .73 (Culture A) and the highest was .84 (Relational PC). It appears that the mean of relational psychological contracts (M = 3.63, SD = .84) is higher than the mean for transactional psychological contracts (M = 2.19, SD = .79). It also appears that the mean score for the altruism dimension of organizational citizenship behavior (M = 5.49, SD = .92) was higher than the mean reported score for the compliance dimension of organizational citizenship behavior (M = 5.25, SD = .94). Out of 100 points, the four organizational culture dimensions were all within 10 points of each other.

Research Question One

Research question one sought to answer "What type of psychological contract is more prevalent in USAF employees?" and "Does the prevalence of a certain type of psychological contract differ among rank, occupation, or organization?" A paired t-test was used to see if the

difference between the relational and transactional psychological contract among the respondents was significant. Across all 57 respondents, there was a difference of 1.41 between the scores for relational and transactional psychological contracts. The t-test indicated that this difference was significant (t(57) = 9.38; p<.05). This indicates that respondents in this study reported values that indicate that relational psychological contracts are more prevalent than transactional psychological contracts in the employment relationship they hold with their employer.

In investigating the second half of research question one, "Does the prevalence of a certain type of psychological contract differ among rank, occupation, or organization?" analysis using ANOVA was conducted to determine if there were differences in these groups. In order to compare separate groups, occupations, organizations, and rank were broken down into subgroups accordingly. For example, rank was coded as (a) O1-O3, (b) O-4-O-6, (c) GS5-GS9, and (d) GS10-GS14. They represent appropriate organizational categories. Military members are classified as Company Grade Officers when they are in the grades O1-O3, and field grade officers when holding ranks of O4-O6. These definitions reflect differences in job tenure and responsibilities. Unfortunately, sample sizes among the rank categories were too small to perform the analysis based on rank. Occupations were broken down into (a) engineer, (b) scientist, and (c) program manager. Organizations were broken down into (a) test & evaluation, (b) graduate school, and (c) other. Table 6 presents the results of the ANOVAs.

Table 6. ANOVA Results

	Mean (SD)	
	Relational PC	**Transactional PC**
Occupation		
Scientist (N=16/17)	3.61 (0.87)	2.22 (0.84)
Engineer (N=17)	3.70 (0.48)	2.10 (0.51)
Program Manager (N=9/8)	3.59 (0.55)	2.24 (0.71)
Other (N=16)	3.59 (0.71)	2.23 (0.68)
F-value (sig.)	**.090 (.965)**	**.138 (.937)**
Organization		
Test & Evaluation	3.76 (0.59)	2.04 (0.56)
Graduate School	3.65 (0.52)	2.16 (0.55)
Other	3.52 (0.81)	2.23 (0.75)
F-value (sig.)	**.633 (.535)**	**.414 (.663)**

*p<.05. **p<.01.

No significant findings were observed across occupations, or organizations with regards to the dependent variables of relational psychological contracts and transactional psychological contracts. The lack of significant differences across occupations or organizations for these two constructs indicates that the prevalence of a certain type of psychological contract does not differ among occupations or organizations.

Research Question Two

Research question two sought to answer "How do psychological contract types relate to an employee's propensity to perform organizational citizenship behaviors?" Bivariate correlations were computed to address this question. Table 7 presents the Pearson correlation coefficients. Relational and transactional psychological contracts were negatively correlated (-.492; p<.001). Transactional psychological contracts were correlated negatively with both altruism (-.392; p<.001) and compliance dimensions (-.446; p<.001) of organizational citizenship

behavior. Both dimensions of organizational citizenship behavior were correlated with each other (.644; p<.001). Relational psychological contracts were correlated positively with both the altruism (.259; p>.05) and compliance dimensions (.326; p>.05) of organizational citizenship behavior.

Table 7. Correlations

Variable	1	2	3	4	5	6	7	8
1. Relational PC	–							
2. Transactional PC	-.492**	–						
3. OCB Altruism	.259*	-.392**	–					
4. OCB Compliance	.326*	-.446**	.644**	–				
5. OC A (Internal/Flexible)	.113	-.150	-.168	-.111	–			
6. OC B (External/Flexible)	-.040	-.227	.179	-.096	-.239	–		
7. OC C (External/Stable)	.090	-.091	.142	.191	-.632**	.004	–	
8. OC D (Internal/Stable)	-.136	.409*	-.148	.006	-.049	-.696**	-.378**	–

*p<.05. **p<.01.

The observation that significant negative correlations between transactional psychological contracts and both OCB dimensions indicates that there is a negative relationship between respondents reporting prevalent transactional psychological contracts and their propensity to perform organizational citizenship behaviors. Significant relationships were also found between relational psychological contracts and both dimensions of organizational citizenship behavior. This indicates that there is a positive relationship between respondents reporting prevalent relational psychological contracts and their propensity to perform organizational citizenship behaviors. Thus, the following hypothesis may be addressed.

Hypothesis 1: Altruism will be more strongly related to relational psychological

contracts than transactional psychological contracts.

According to the bivariate correlations, relational and transactional psychological contracts did have significant correlations with the altruism dimension of organizational citizenship behavior. Relational psychological contracts were positively correlated (r = .259, p<.05) with the altruism dimension of organizational citizenship behavior. Transactional

psychological contracts were negatively correlated (r = -.392, p<.01) with the altruism dimension

of organizational citizenship behavior. Therefore, because the Pearson correlation coefficient

describes the strength of the linear association between variables measured, it appears that

transactional psychological contracts has a stronger correlation (r = -.392, p<.01) with the

altruism dimension of organizational citizenship behavior than relational psychological contracts

(r = .259, p<.05). The difference between these measures was then tested "to determine if the

difference was significant" (Cohen & Cohen, 1983, p.56). This procedure accounted for the

correlation over samples between the coefficients being tested, due to the fact that the

coefficients came from the same sample. Based on the analysis, the t-value indicated that this

difference was significant (t(55) = 2.86; p<.01). This indicates that transactional contracts have a

stronger (negative) effect on the propensity to perform OCB characteristic of the altruism

dimension and relational contracts have a less strong (positive) effect on the propensity to

perform OCB characteristic of the altruism dimension. The prediction that relational

psychological contracts were associated with the altruism dimension of organizational

citizenship behavior stronger than transactional psychological contracts was not found. This

difference in relationships between relational and transactional psychological contracts and the

altruism dimension of organizational citizenship behavior was not expected. *Therefore, this

finding does not support Hypothesis One.*

      Hypothesis 2: Compliance will be equally related to relational and transactional

           psychological contracts.

      Relational and transactional psychological contracts did have significant correlations

with the compliance dimension of organizational citizenship behavior. Relational psychological

contracts had a positive correlation (r = .326, p<.05) with the compliance dimension of

organizational citizenship behavior. Transactional psychological contracts had a negative correlation (r = -.446, p<.01) with the compliance dimension of organizational citizenship behavior. Therefore, because the Pearson correlation coefficient describes the strength of the linear association between variables measured, it appears that transactional psychological contracts has a stronger correlation (r = -.446, p<.01) with the compliance dimension of organizational citizenship behavior than relational psychological contracts (r = .326, p<.05). As with Hypothesis 1, the difference between these measures was then tested to determine if the difference was significant (Cohen & Cohen, 1983, p.56). Based on the analysis t-value indicated that this difference was not significant (t(55) = 1.02; p> .05). This indicates that the difference between the effect transactional contracts and relational contracts have on the propensity to perform OCB characteristic of the compliance dimension is not significant. The prediction that relational and transactional psychological contracts were equally associated with the compliance dimension of organizational citizenship behavior was found, but evidence supported the rationale that they were not significantly different. This lack of difference in relationships between relational and transactional psychological contracts and the compliance dimension of organizational citizenship behavior was expected. *Therefore, this finding does support Hypothesis Two.*

Overall, these findings indicate that transactional psychological contracts have a negative relationship with both dimensions of organizational citizenship behavior and relational psychological contracts have a positive relationship with both dimensions of organizational citizenship behavior. This indicates that if a respondent's psychological contract with their employer is prevalently transactional, they will have a decreased propensity to perform organizational citizenship behaviors. Contrarily, if a respondent's psychological contract with

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their employer is prevalently relational, they will have an increased propensity to perform organizational citizenship behaviors. Additionally, the decreased propensity to perform organizational citizenship behaviors characteristic of altruism when a respondent has a prevalently transactional psychological contract with their employer is stronger than the increased propensity to perform organizational citizenship behaviors characteristic of altruism when a respondent has a prevalently relational psychological contract with their employer. Furthermore, the decreased propensity to perform organizational citizenship behaviors characteristic of compliance when a respondent has a prevalently transactional psychological contract with their employer is not significantly different than the increased propensity to perform organizational citizenship behaviors characteristic of compliance when a respondent has a prevalently relational psychological contract with their employer.

Research Question Three

Research question three sought to answer "Does organizational culture moderate the relationship between psychological contracts and propensity to perform organizational citizenship behaviors?" The psychological contract variables, organizational culture variables, along with their interaction terms were explored in order to (a) investigate the direct effect of certain types of psychological contracts on OCB when different organizational cultures were held constant, (b) investigate the direct effect of certain types of organizational cultures on OCB when psychological contracts were held constant, and (c) investigate the influence of each variable on OCB when the interaction term was included in the model. These findings were based on multiple linear regression.

The primary evaluation of the interaction effect was done by examining whether the change in F values from the reduced model to the full model were statistically significant, and if

so, was the standardized beta of the interaction term itself significant. In the first step of each regression model (Model 1), each type of psychological contract and each dimension of culture were entered to investigate their effects on OCBs. In the next step of the regression model (Model 2), the interaction term was entered. Therefore, Model 2 investigated the influence of each variable on OCB when the interaction term was included in the model. Table 8 and 9 present the results of these tests where altruism and compliance were the dependent organizational citizenship behaviors, respectively.

The results of Model 1's regression analysis on the altruism dimension of OCB for transactional psychological contracts suggested that transactional psychological contracts did have a direct effect on altruistic organizational citizenship behavior when organizational culture was held constant. Organizational culture on the other hand was not found to have a direct effect on altruistic organizational citizenship behavior when transactional psychological contracts were held constant. The standardized beta coefficients for transactional psychological contracts were -.42, -.44, -.38, and -.48 across the four organizational cultures A (internal/flexible), B (external/flexible), C (internal/stable), and D (external/stable) respectively. For relational psychological contracts, the results of Model 1's regression analysis on the altruism dimension of OCB suggested that relational psychological contracts did not have a direct effect on altruistic organizational citizenship behavior when organizational cultures were held constant. Likewise, organizational culture did not have a direct effect on altruistic organizational citizenship behavior when relational psychological contracts were held constant.

Findings of Model 2's regression analysis on the altruism dimension of OCB suggested that when the interaction term of psychological contracts and organizational culture were incorporated into the model, (a) transactional psychological contracts no longer had a direct

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effect on altruistic organizational citizenship behavior, (b) the interaction between transactional psychological contracts and organizational cultures B (external/flexible) and C (internal/stable) were related to altruistic organizational citizenship behavior, and (c) organizational cultures B (external/flexible) and C (internal/stable) were related to altruistic organizational citizenship behavior. The standardized beta coefficients for interaction terms TPCxOCB and TPCxOCC were -1.08 and -1.39, respectively. The standardized beta coefficients for organizational culture B (external/flexible) and C (internal/stable) were .86 and 1.42, respectively.

The results of Model 1's regression analysis on the compliance dimension of OCB for transactional psychological contracts suggested that transactional psychological contracts did have a direct effect on compliance organizational citizenship behavior when organizational culture was held constant. Additionally, organizational culture A (internal/flexible) was also related to compliance organizational citizenship behavior when transactional psychological contracts were held constant. Organizational cultures B, C, and D on the other hand were not found to have a direct effect on altruistic organizational citizenship behavior when transactional psychological contracts were held constant. The standardized beta coefficients for transactional psychological contracts were -.48, -.43, -.44, and -.46 across the four organizational cultures A (internal/flexible), B (external/flexible), C (internal/stable), and D (external/stable) respectively and -.24 for organizational culture A (internal/flexible). For relational psychological contracts, the results of Model 1's regression analysis on the compliance dimension of OCB suggested that relational psychological contracts did have a direct effect on compliance organizational citizenship behavior when organizational culture was held constant. Organizational culture on the other hand was not found to have a direct effect on compliance organizational citizenship behavior when relational psychological contracts were held constant. The standardized beta

coefficients for relational psychological contracts were .35, .33, .32, and .31 across the four organizational cultures A (internal/flexible), B (external/flexible), C (internal/stable), and D (external/stable) respectively.

Findings of Model 2's regression analysis on the compliance dimension of OCB suggested that when the interaction term of psychological contracts and organizational culture were incorporated into the model, (a) transactional psychological contracts and organizational culture A (internal/flexible) no longer had a direct effect on compliance organizational citizenship behavior, (b) relational psychological contracts only had a direct effect on compliance organizational citizenship behavior when modeled with organization culture B and the corresponding interaction term (RPC*OCB). The standardized beta coefficient for relational psychological contracts was .51. Table 8 and 9 below present the results of the regressions with altruism and compliance as the dependent organizational citizenship behaviors, respectively.

Table 8. Regression Results Predicting Altruism

Altruism

Variable	Model 1					Model 2						
	Stan. β	T-value	R^2	Adj R^2	F-value	Stan. β	T-value	R^2	Adj R^2	R^2 Δ	Adj R^2 Δ	F-value
Relational PC	.274*	2.109*	.084	.051	2.526	.462	1.853	.097	.047	-.013	.004	1.937
OCA (Internal/Flexible)	-.131	-1.008				.367	.635					
RPCxOCA						-.564	-.884					
Relational PC	.256	1.971	.073	.040	2.181	.278	1.302	.074	.022	-.001	.018	1.434
OCB (External/Flexible)	-.079	-.611				-.003	-.005					
RPCxOCB						-.080	-.133					
Relational PC	.249	1.916	.080	.047	2.405	.208	.876	.081	.030	-.001	.017	1.590
OCC (External/Stable)	.116	.890				.020	.041					
RPCxOCC						.111	.206					
Relational PC	.271*	2.069*	.075	.041	2.214	.548	1.845	.093	.042	-.018	-.001	1.838
OCD (Internal/Stable)	.086	.660				.557	1.182					
RPCxOCD						-.530	-1.039					
Transactional PC	-.420**	-3.414	.185	.155	6.239*	-.081	-.377	.236	.194	-.051	-.039	5.562*
OCA (Internal/Flexible)	-.174	-1.410				.598	1.413					
TPCxOCA						-.827	-1.901					
Transactional PC	-.440**	-3.535**	.193	.164	6.589*	-.068	-.367	.282	.243	-.089	-.079	7.084**
OCB (External/Flexible)	-.200	-1.606				.855*	2.016*					
TPCxOCB						-1.077*	-2.590*					
Transactional PC	-.380*	-3.098*	.181	.151	6.087*	.181	.987	.356	.320	-.175	-.169	9.932**
OCC (External/Stable)	.161	1.316				1.417**	4.091**					
TPCxOCC						-1.392**	-3.822**					
Transactional PC	-.476**	-3.573**	.188	.159	6.384*	-.227	-.951	.211	.168	-.023	-.009	4.826*
OCD (Internal/Stable)	.199	1.495				.554	1.774					
TPCxOCD						-.532	-1.255					

Note. N=58. Only the type of psychological contract and type of organizational culture were
included in Equation 1. Interaction variables were also included in equation 2. *p<.05. **p<.001.

Table 9. Regression Results Predicting Compliance

Compliance

Variable	Model 1					Model 2						
	Stan. β Coeff	T-value	R²	Adjusted R²	F-value	Stan. β Coeff	T-value	R²	Adjusted R²	R² Δ	Adj R² Δ	F-value
Relational PC	.348*	2.773*				.387	1.596					
OCA (Internal/Flexible)	-.197	-1.569	.114	.113	4.644*	-.093	-.165	.145	.098	-.031	.015	3.054*
RPCxOCA						-.118	-.190					
Relational PC	.334*	2.680*				.511*	2.517*					
OCB (External/Flexible)	.203	1.631	.147	.116	4.755*	.804	1.439	.166	.120	-.019	-.004	3.588*
RPCxOCB						-.634	-1.103					
Relational PC	.321*	2.513*				.412	1.767					
OCC (External/Stable)	.053	.411	.109	.077	3.361*	.266	.561	.113	.063	-.004	.014	2.282
RPCxOCC						-.247	-.468					
Relational PC	.317*	2.468*				.437	1.488					
OCD (Internal/Stable)	-.066	-.516	.110	.078	3.415*	.138	.296	.114	.065	-.004	.013	2.313
RPCxOCD						-.230	-.456					
Transactional PC	-.484**	-4.119**				-.185	-.897					
OCA (Internal/Flexible)	-.242*	-2.058*	.258	.231	9.544**	.438	1.079	.297	.258	-.039	-.027	7.617**
TPCxOCA						-.729	-1.747					
Transactional PC	-.429**	-3.476**				-.390	-1.995					
OCB (External/Flexible)	.084	.681	.207	.178	7.184*	.194	.436	.208	.164	-.001	.014	4.730*
TPCxOCB						-.113	-.258					
Transactional PC	-.439**	-3.645**				-.202	-1.019					
OCC (External/Stable)	.100	.834	.210	.182	7.329*	.629	1.675	.241	.199	-.031	-.017	5.727*
TPCxOCC						-.586	-1.484					
Transactional PC	-.465**	-3.525**				-.221	-.936					
OCD (Internal/Stable)	.043	.326	.202	.173	6.960*	.391	1.262	.224	.181	-.022	-.008	5.198*
TPCxOCD						-.521	-1.240					

Note. N=58. Only the type of psychological contract and type of organizational culture were
included in Equation 1. Interaction variables were also included in equation 2. *p<.05. **p<.001.

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Thus, the following hypothesis can be addressed.

Hypothesis 3: Organizational cultures with a high internal orientation (Cultures A&C) will moderate the relationship between relational and transactional psychological contracts and the altruism dimension of organizational citizenship behavior.

According to the analysis, for both relational and transactional psychological contracts, only the interaction term for transactional psychological contracts and organizational culture C (TPCxOCC) and organizational culture C (internal/stable) alone influenced altruistic OCB. The standardized beta coefficient for TPCxOCC and organizational culture C was 1.42 and 1.39, respectively. But due to the fact that when the interaction term was introduced into the model psychological contracts were no longer significantly related to altruistic organizational citizenship behavior, it was not possible to test if organizational cultures with a high internal orientation (Cultures A&C) moderated the relationship between relational and transactional psychological contracts and the altruism dimension of organizational citizenship behavior. Additionally, the finding that when the interaction of organizational culture and psychological contracts were incorporated into the model eliminated the relationship between psychological contracts and altruistic organizational citizenship behavior suggests that perhaps organizational culture mediates the relationship as opposed to moderates it. *This finding does not support the hypothesis.*

In addition, the following hypothesis may be addressed.

Hypothesis 3a: Organizational cultures with high internal orientation (Cultures A&C) will not moderate the relationship between relational and transactional psychological contracts and the compliance dimension of organizational citizenship behavior.

According to the analysis, for both relational and transactional psychological contracts,

none of the interaction terms for psychological contracts and organizational culture nor

organizational cultures influenced compliance OCB. Furthermore, due to the fact that when the

interaction term was introduced into the model, most psychological contracts (with the exception

of relational, when modeled with the interaction of organizational culture B) were no longer

significantly related to compliance organizational citizenship behavior, it was not possible to test

the moderating effect of high internal orientation organizational cultures (Cultures A&C) on the

relationship between relational and transactional psychological contracts and the compliance

dimension of organizational citizenship behavior. Additionally, the finding that when the

interaction of organizational culture and psychological contracts were incorporated into the

model eliminated the relationship between psychological contracts and compliance

organizational citizenship behavior suggests that perhaps organizational culture mediates the

relationship as opposed to moderates it. *This finding does not support the hypothesis.*

The following hypothesis may also be addressed.

> *Hypothesis 4: Organizational cultures with a high external focus (Cultures B&D) will not*
>
> > *moderate the relationship between relational and transactional psychological*
> >
> > *contracts with the altruism dimension of organizational citizenship behavior, nor*
> >
> > *the compliance dimension of organizational citizenship behavior.*

According to the analysis, for both relational and transactional psychological contracts,

only the interaction term for transactional psychological contracts and organizational culture B

(TPCxOCB) and the main effect of organizational culture B (external/flexible) influenced

altruistic OCB. The standardized beta coefficient for TPCxOCB and organizational culture B

was -1.08 and .85, respectively. But due to the fact that when the interaction term was introduced

into the model most psychological contracts were no longer significantly related to either dimension of organizational citizenship behavior (with the exception of relational psychological contract when modeled with the interaction of organizational culture B), it was not possible to test if organizational cultures with a high external orientation (Cultures B&C) moderated the relationship between relational and transactional psychological contracts and the altruism and compliance dimensions of organizational citizenship behavior. Additionally, the finding that when the interaction of organizational culture and psychological contracts were incorporated into the models eliminated the relationship between psychological contracts and both dimensions of organizational citizenship behavior suggest that perhaps organizational culture mediates the relationship as opposed to moderates it. *This finding does not support the hypothesis.*

Summary

The purpose of this chapter was to provide the analysis results of this study's investigation. This chapter stepped through the analysis in seeking answers for the research questions and hypotheses. The next chapter discusses the research conclusions, limitations of the study, and possible implications for future research.

V. Conclusions and Recommendations

This chapter concludes the research efforts of this study by discussing the results discovered with this investigation. The chapter begins by providing conclusions for all of the research questions posed previously as well as their associated hypotheses. The overall conclusions of the study are presented in order to identify areas of concern and possible implications. The limitations of the study that may have influenced or limited the quality of the findings are then discussed. Following, future research possibilities expanding on this research are proposed as guidance for those seeking to investigate this area further. Finally, a summary provides a review of the study as well as the author's final comments.

Research Questions

The present study attempted to examine the relationship between psychological contracts and organizational citizenship behavior, and investigate if organizational culture moderated this relationship. Three main research questions regarding the type of psychological contract held, differences across rank, occupation, and organization, the relationship between psychological contracts and organizational citizenship behavior, and organizational culture as a moderator drove the hypotheses investigated in this study. These research questions were investigated in parallel to the hypotheses.

The first half of research question one, which asked what type of psychological contract is more prevalent in USAF employees, uncovered suggestive evidence that USAF employees hold a psychological contract with their employer (at the organizational level) that is more relational than transactional in nature. This finding is important to note because previous evidence indicates that the type of psychological contract an employee holds may be related to different organizational behaviors such as in-role and extra-role performance, trust, satisfaction,

and intention to remain with the organization (Hui, Lee, & Rousseau, 2004). Because there was a significant difference between the types of psychological contracts that respondents reported, it may be worthwhile to investigate how this type of psychological contract may be applied in an effort to maximize the utilization of the employee workforce.

The second half of research question one, questioned whether or not the prevalence of a certain type of psychological contract differed across occupations and organizations (Rank differences could not be assessed). Based upon the analysis, no significant differences were found between any of these organizational categories. This is also important to note in light of the many different organizational categories existing within the USAF Acquisition field. This indicates that the values and beliefs employees use to establish the psychological contract are not associated with any particular occupation or organization but involve factors originating from an overarching variable which cross these categories.

The second research question sought to investigate whether certain types of psychological contracts were related to an employee's propensity to perform organizational citizenship behavior, specifically the dimensions of altruism and compliance. Based off the analysis, evidence suggests transactional psychological contracts are inversely related to both the altruism and compliance dimensions of organizational citizenship behavior. Evidence also suggests relational psychological contracts are positively related to both the altruism and compliance dimensions of organizational citizenship behavior. These findings indicate that the prevalence of a certain type of psychological contract an employee holds with their employer, is related to their propensity to perform organizational citizenship behavior.

The third research question investigated whether or not certain organizational cultures moderated the relationship between psychological contracts and organizational citizenship

behavior. The findings based off of this analysis indicated that when the interaction of psychological contracts and organizational culture were incorporated into the model, the significant relationship between most psychological contracts and organizational citizenship behavior was eliminated. This did not make it possible to investigate if organizational culture moderated this relationship, but suggested that organizational culture mediated the relationship. This finding may be worthwhile in that the mediation of the influence of psychological contracts on OCB by organizational culture may yield insight into the antecedents of OCB.

Hypotheses

Hypothesis One proposed that altruism would be more strongly related to relational than transactional psychological contracts. The findings indicate that transactional contracts have an inverse effect on the altruism dimension of organizational citizenship behavior, and relational psychological contracts have a positive relationship with the altruism dimension of organizational citizenship behavior. The analysis showed a stronger relationship between transactional psychological contracts and altruism than that between relational psychological contracts and altruism. This may indicate that although an employee has a relational psychological contract, it does not act as strongly to increase the performance of altruism OCB, compared to the negative effect that having a transactional psychological contract has on decreasing performance of altruism OCB. This emphasizes the priority of avoiding the formation of transactional psychological contracts and encouraging the formation of relational psychological contracts in the workplace.

Hypothesis Two proposed that compliance would be equally associated with relational and transactional psychological contracts. The findings based off the analysis indicate that the relationship transactional and relational psychological contracts have with the compliance

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dimension of organizational citizenship behavior is not significantly different. This indicates that although an employee has a transactional psychological contract, the effect it has on decreasing their likelihood to perform OCB characteristic of the compliance dimension is not significantly different than the effect of having a relational psychological contract, will have on increasing their likelihood to perform OCB characteristic of the compliance dimension. For organizations that are reliant on organizational citizenship behavior as a measure of its efficiency and success, this finding may be useful for determination of the antecedents of OCB characteristic of the compliance dimension.

Hypothesis Three proposed that organizational cultures with a high internal focus (A - internal/flexible & C - internal/stable) moderated the relationship between relational and transactional psychological contracts with the altruism dimension of organizational citizenship behavior. The findings based off of this analysis indicated that when the interaction of psychological contracts and organizational culture were incorporated into the model, the significant relationship between psychological contracts and altruistic organizational citizenship behavior were eliminated. This did not make it possible to investigate if organizational cultures with a high internal focus (A - internal/flexible & C - internal/stable) moderated this relationship, but suggested that organizational culture mediated the relationship.

Hypothesis Three A proposed that organizational cultures with a high internal focus (A - internal/flexible & C - internal/stable) would not moderate the relationship between relational and transactional psychological contracts with the compliance dimension of organizational citizenship behavior. The findings based on this analysis indicated that when the interaction of psychological contracts and organizational culture were incorporated into the model, the significant relationship between psychological contracts and compliance organizational

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citizenship behavior were eliminated. This did not make it possible to investigate if organizational cultures with a high internal focus (A - internal/flexible & C - internal/stable) moderated this relationship, but suggested that organizational culture mediated the relationship.

Hypothesis Four proposed that organizational cultures with a high external focus (cultures B&D) would not moderate the relationship between relational and transactional psychological contracts with the altruism or compliance dimension of organizational citizenship behavior. The findings based on this analysis indicated that when the interaction of psychological contracts and organizational culture were incorporated into the model, the significant relationship between psychological contracts and both dimensions of organizational citizenship behavior were eliminated. This did not make it possible to investigate if organizational cultures with a high external focus (B - external/flexible & D - external/stable) moderated this relationship, but suggested that organizational culture mediated the relationship.

Being that findings indicated that relational psychological contracts were positively related to both dimensions of organizational citizenship behavior and transactional psychological contracts were negatively related to both dimensions of organizational citizenship behavior only when the interaction between psychological contracts and organizational culture was not taken into account indicates that organizational culture may have a mediating effect on this relationship. This was demonstrated by the finding that the significant relationship between both dimensions of organizational citizenship behavior and most psychological contracts (with the exception of relational psychological contract when modeled with the interaction of organizational culture B), was eliminated when the interaction of organizational culture was taken into account and certain organizational cultures and their corresponding interactions were found to be significantly related.

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Limitations

As with any research study, there were limitations to the investigation. The main limitation of this study was the sample size of the survey respondents. For this thesis, a pool of potential respondents was sought through an email request to take an online survey. The potential respondents were then sent two follow-up reminders at one week increments. After three weeks, the data collection was terminated in order to begin analysis. If additional data had been collected, the results may have been different as a greater sample size may have allowed for more rigorous analysis. Non-response to web surveys is not unexpected, but did limit the findings here.

An additional limitation of the study was that only certain dimensions of each construct measured were investigated. For example, only measures of two types of psychological contracts, two dimensions of organizational citizenship behavior, and the competing values framework as an indicator of organizational culture dimensions was investigated. The few number of dimensions measured may have limited the study as well. It is important to note that for each construct investigated in the study there are many dimensions that were not represented.

Lastly, most respondents in the study fell into the military rank of O1-O3. This was a limitation due to the fact that this subgroup commonly classified as Company Grade Officers were going through a period in which they are awaiting notification that determined whether or not they would be made to unwillingly separate from the military. These members were not explicitly made aware that this reduction in force would take place when they joined the military force. Being that the military is commonly thought of as a stable profession, this reduction in force may have been taken by many to be a violation of their psychological contract. In turn, this may have biased the responses in the psychological contract measurement utilized in this study.

Future Research Possibilities

This research effort was the first to attempt to study the psychological contract that members in a military setting hold. This is a previously unexplored field that may yield insightful information in how members in the military perceive the obligations that their employers owe to them and what they are obligated to provide their employers with. There are several ways that this research could be expanded upon. To begin, future research possibilities include expansion of psychological contract research to the additional dimensions of psychological contracts, additional organizations, and the inclusion of the enlisted workforce as well as contracted employees. Likewise, additional dimensions of organizational citizenship behavior and organizational culture should also be investigated in an effort to obtain a better understanding of the organizational behavior in a military setting. Additionally, an increased sample size would reveal the true nature of the constructs in a military setting. While a small sample size revealed some information regarding the relationships among these variables, a larger sample size would allow for more exhaustive analysis.

Summary

In general, the main finding of this thesis to be taken away is that transactional psychological contracts are negatively related to the propensity to perform organizational citizenship behavior and relational psychological contracts are positively related to an increased propensity to perform organizational citizenship behavior. Additionally, organizational culture may also be a variable that is negatively related to the propensity to perform organizational citizenship behavior when a transactional psychological contract held is prevalent. What these findings suggest is that if organizational citizenship behavior is a significant component of the success of an organization, efforts should be taken to prevent the employees of the organization

from forming a transactional psychological contract and increase their likelihood of forming a

relational psychological contract. This may reduce the negative association found to be related to

having a prevalently transactional psychological contract and the decreased propensity in

performing organizational citizenship behavior and increase the positive association found to be

related to having a prevalently relational psychological contract and the increased propensity in

performing organizational citizenship behavior.

Appendix A: Screen Shots of Web Survey

Survey Control Number:USAF SCN 05-134

Privacy Notice

The following information is provided as required by the Privacy Act of 1974:

Purpose: We would like to understand your psychological contract with your employer and your perceptions of the culture of your organization. Respond to the survey while considering the "organization" as the organization in which you work (i.e. SPO, Lab, etc.).

Routine Use: A final report will be provided to the Air Force Institute of Technology Faculty. No analysis of individual responses will be conducted and only members of the Air Force Institute of Technology research team will be permitted access to the raw data.

Participation: Participation is **VOLUNTARY**. *ALL ANSWERS ARE ANONYMOUS AND CONFIDENTIAL*. No one other than the research team will see your completed questionnaire. Findings will be reported at the group level only (i.e. individual level findings will not be reported). We asked for some demographic information in order to interpret results more accurately. Reports summarizing trends in large groups may be published.

Special Instructions: PLEASE MAKE SURE THAT JAVASCRIPT IS TURNED ON IN YOUR BROWSER. THIS QUESTIONNAIRE USES JAVASCRIPT TO DO SOME AUTOMATIC CALCULATIONS IN CERTAIN SECTIONS OF THIS FORM.

Instructions

- Base your answers on your own thoughts & experiences
- Please make your answers clear and concise when asked to answer in a response or when providing comments
- Be sure to select the correct option button when asked because when you move on you cannot come back

Contact information: If you have any questions or comments about the survey, contact **2ndLt Jennifer Carbajal** or **Dr. Michael Rehg** at the number, fax, mailing address, or e-mail address listed below.

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Start Survey

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Use of this DoD computer system, authorized or unauthorized, constitutes consent to monitoring of this system. Unauthorized use may subject you to criminal prosecution. Evidence of unauthorized use collected during monitoring may be used for administrative, criminal, or other adverse action. Use of this system constitutes consent to monitoring for these purposes.

Read the **Privacy and Security Notice**

Part I

In this section, we would like to understand your perceptions of the culture of your organization. Respond to the survey while considering the "organization" as the organization in which you work (i.e. SPO, Lab, etc.).

This section of the survey contains 6 categories, and under each category you will see 4 alternatives, A through D.

You have 100 points to divide among these four alternatives depending upon how closely each alternative describes the organization. The "**Total**" row is automatically filled in with 100 points and will decrease when you enter a value in the rows above. You can use 100 points under each category to describe how you perceive and experience the organization relative to each category. Each category will be totaled automatically to ensure that ALL 100 points are used. You cannot use decimals. If you enter more than 100 in a field the form will not be submitted until you have corrected the error.

For example if the organization you work in is mostly exciting you would enter a high value in that field (i.e. 40), if your organization is not very happy you would enter a low value in that field (i.e. 10), etc., etc. All fields must contain a value, even if it is zero.

Take the survey once while thinking of the organization as it is now (fill in the "now" column) and then answer the questions a second time while thinking of the organization as you think it should be in order to be highly successful (fill in the "preferred" column). See example below. Once you understand the instructions press the continue button.

Example:

1. Alternative		Now	Preferred
The organization is:			
A	HAPPY	10	20
B	SAD	20	10
C	BORING	30	30
D	EXCITING	40	40
	Total	100	100

Next

1. Dominant Characteristics		Now	Preferred
The organization is:			
A	A very personal place. People seem to share a lot of themselves.		
B	A very dynamic and entrepreneurial place. People are willing to stick their necks out and take risks.		
C	Very results oriented. A major concern is with getting the job done. People are very competitive and achievement oriented.		
D	A very controlled and structured place. Formal procedures generally govern what people do.		
	(Must equal 100) **Total**		

2. Organizational Leadership		Now	Preferred
The leadership in the organization is generally considered to exemplify:			
A	Mentoring, facilitating, or nurturing.		
B	Entrepreneurship, innovating, or risk taking.		
C	A no-nonsense, aggressive, results-oriented focus.		
D	Coordinating, organizing, or smooth-running efficiency.		
	(Must equal 100) **Total**		

3. Management of Employees		Now	Preferred
The management style in the organization is characterized by:			
A	Teamwork, consensus, and participation.		
B	Individual risk-taking, innovation, freedom, and uniqueness.		
C	Hard-driving competitiveness, high demands, and achievement.		
D	Security of employment, conformity, predictability, and stability in relationships.		
	(Must equal 100) **Total**		

Continue

You have 100 points to divide among these four alternatives depending upon how closely each alternative describes the organization. You can use 100 points under each category to describe how you perceive and experience the organization relative to each category. Each category will be totaled automatically to ensure that ALL 100 points are used. Do not use decimals.

Take the survey once while thinking of the organization as it is now (fill in the "now" column) and then answer the questions a second time while thinking of the organization as you think it should be in order to be highly successful (fill in the "preferred" column).

4. Organization Glue		Now	Preferred
The glue that holds the organization together is:			
A	Loyalty and mutual trust. Commitment to this organization runs high.		
B	Commitment to innovation and development. There is an emphasis on being on the cutting edge.		
C	The emphasis on achievement and goal accomplishment. Aggressiveness and winning are common themes.		
D	Formal rules and policies. Maintaining a smooth-running organization is important.		
	(Must equal 100) **Total**		

5. Strategic Emphases		Now	Preferred
The organization emphasizes:			
A	Human development. High trust, openness, and participation persist.		
B	Acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.		
C	Competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant.		
D	Performance and stability. Efficiency, control and smooth operations are important.		
	(Must equal 100) **Total**		

6. Criteria of Success		Now	Preferred
The organization defines success on the basis of:			
A	The development of human resources, teamwork, employee commitment, and concern for people.		
B	Having the most unique or newest products. It is a product leader and innovator.		
C	Winning in the marketplace and outpacing the competition. Competitive market leadership is key.		
D	Efficiency. Dependable delivery, smooth scheduling, and low-cost production are critical.		
	(Must equal 100) **Total**		

Next

In this section, we would like to understand how you feel about the commitment or obligations your organization has made to you and vice-versa. Respond to the survey while considering the "organization" as the organization in which you work (i.e. SPO, Lab, etc.).

The questions in this section address the "**psychological contract**", or the beliefs, shaped by the organization, regarding the unwritten terms and mutual obligations between employees and employers. Please think of this **psychological** contract to answer questions when the term "contract" is used.

Please answer each question using the following scale regarding your relationship with your current organization (i.e. SPO, Lab, etc.).

1	2	3	4	5
Not at All	Slightly	Somewhat	Moderately	To a great extent

To what extent has _your employer_ made the following commitment or obligation _to you_?

	1	2	3	4	5
7 Training	○	○	○	○	○
8 Long-term Job Security	○	○	○	○	○
9 Career Development	○	○	○	○	○
10 Concern for my personal welfare	○	○	○	○	○
11 Be responsive to employee concerns and well-being	○	○	○	○	○
12 Make decisions with my interests in mind	○	○	○	○	○
13 Rapid Advancement	○	○	○	○	○

Continue

The questions in this section address the "**psychological contract**", or the beliefs, shaped by the organization, regarding the unwritten terms and mutual obligations between employees and employers. Please think of this **psychological** contract to answer questions when the term "contract" is used.

Please answer each question using the following scale regarding your relationship with your current organization (i.e. SPO, Lab, etc.).

1	2	3	4	5
Not at All	**Slightly**	**Somewhat**	**Moderately**	**To a great extent**

14 High Pay

1	2	3	4	5
○	○	○	○	○

15 Pay based on current level of performance

1	2	3	4	5
○	○	○	○	○

16 Concern for my long-term well-being

1	2	3	4	5
○	○	○	○	○

17 Support me in meeting increasingly higher goals

1	2	3	4	5
○	○	○	○	○

18 Limited involvement in the organization

1	2	3	4	5
○	○	○	○	○

19 Training me only for my current job

1	2	3	4	5
○	○	○	○	○

20 A job limited to specific, well-defined responsibilities

1	2	3	4	5
○	○	○	○	○

Next Section

Please answer each question using the following scale regarding your expectations and relationship with your current organization (i.e. SPO, Lab, etc.).

1	2	3	4	5
Not at All	Slightly	Somewhat	Moderately	To a great extent

The questions in this section address the "**psychological contract**", or the beliefs, shaped by the organization, regarding the unwritten terms and mutual obligations between employees and employers. Please think of this **psychological** contract to answer questions when the term "contract" is used.

To what extent do the items below describe your relationship with your organization?

		1	2	3	4	5
21	I expect to grow in this organization	○	○	○	○	○
22	I feel part of a team in this organization	○	○	○	○	○
23	I have a reasonable chance of promotion if I work hard	○	○	○	○	○
24	To me working for this organization is like being a member of a family	○	○	○	○	○
25	The organization develops/rewards employees who work hard and exert themselves	○	○	○	○	○
26	I expect to gain promotion in this company with length of service and effort to achieve goals	○	○	○	○	○
27	I feel this company reciprocates the effort put in by its employees	○	○	○	○	○
28	My career path in the organization is clearly mapped out	○	○	○	○	○
29	I am motivated to contribute 100% to this company in return for future employment benefits	○	○	○	○	○

[Continue]

To what extent do the items below describe your relationship with your organization?

1	2	3	4	5
Not at All	Slightly	Somewhat	Moderately	To a great extent

	1	2	3	4	5
30 I work only the hours set out in my contract and no more	1 ○	2 ○	3 ○	4 ○	5 ○
31 My commitment to this organization is defined by my contract	1 ○	2 ○	3 ○	4 ○	5 ○
32 My loyalty to the organization is contract specific	1 ○	2 ○	3 ○	4 ○	5 ○
33 I prefer to work a strictly defined set of working hours	1 ○	2 ○	3 ○	4 ○	5 ○
34 I only carry out what is necessary to get the job done	1 ○	2 ○	3 ○	4 ○	5 ○
35 I do not identify with the organizations' goals	1 ○	2 ○	3 ○	4 ○	5 ○
36 I work to achieve the purely short-term goals of my job	1 ○	2 ○	3 ○	4 ○	5 ○
37 My job means more to me than just a means of paying the bills	1 ○	2 ○	3 ○	4 ○	5 ○
38 It is important to be flexible and to work irregular hours if necessary	1 ○	2 ○	3 ○	4 ○	5 ○

Next Section

Please answer each question using the following scale regarding your relationship with your current organization (i.e. SPO, Lab, etc.).

1	2	3	4	5
Not at All	**Slightly**	**Somewhat**	**Moderately**	**To a great extent**

The questions in this section address the "**psychological contract**", or the beliefs, shaped by the organization, regarding the unwritten terms and mutual obligations between employees and employers. Please think of this **psychological** contract to answer questions when the term "contract" is used.

To what extent have _you made_ the following commitment or obligation to _your organization_?

		1	2	3	4	5
39	Working long hours	○	○	○	○	○
40	Loyalty	○	○	○	○	○
41	Volunteering to do non-required tasks on the job	○	○	○	○	○
42	Make personal sacrifices for this organization	○	○	○	○	○
43	Take this organization's concerns personally	○	○	○	○	○
44	Giving advance notice if taking a job elsewhere	○	○	○	○	○
45	Willingness to Accept a transfer	○	○	○	○	○
46	Refusal to support the organization's competitors	○	○	○	○	○

Continue

To what extent have _you made_ the following commitment or obligation to _your organization_?

1	2	3	4	5
Not at All	Slightly	Somewhat	Moderately	To a great extent

47 Protection of Proprietary Information

1	2	3	4	5
○	○	○	○	○

48 Protect this organization's image

1	2	3	4	5
○	○	○	○	○

49 Commit myself personally to this organization

1	2	3	4	5
○	○	○	○	○

50 Perform only required tasks

1	2	3	4	5
○	○	○	○	○

51 Do only what I am paid to do

1	2	3	4	5
○	○	○	○	○

52 Fulfill limited number of responsibilities

1	2	3	4	5
○	○	○	○	○

53 Only perform specific duties I agree to when employed

1	2	3	4	5
○	○	○	○	○

Next Section

In this section, we would like to understand your propensity to perform organizational citizenship behavior. Organizational citizenship behavior consists of the behaviors performed that are not directly recognized or rewarded but aid the organization. Respond to the survey while considering the "organization" as the organization in which you work (i.e. SPO, Lab, etc.).

Please answer each question using the following scale describing how characteristic your behavior is of the following statements.

Rate how characteristic your behavior is of the following statements.

1	2	3	4	5	6	7
Very Uncharacteristic	**Pretty Much Uncharacteristic**	**Slightly Uncharacteristic**	**Neither Agree or Disagree**	**Slightly Characteristic**	**Pretty Much Characteristic**	**Very Characteristic**

	1	2	3	4	5	6	7
54 Helps other employees with their work when they have been absent	○	○	○	○	○	○	○
55 Exhibits punctuality in arriving at work on time in the morning and after lunch and breaks	○	○	○	○	○	○	○
56 Volunteers to do things not formally required by the job	○	○	○	○	○	○	○
57 Takes undeserved work breaks	○	○	○	○	○	○	○
58 Takes the initiative to orient new employees to the department even though it is not part of his/her job description	○	○	○	○	○	○	○
59 Exhibits attendance at work beyond the norm, for example, takes less days off than most individuals or less than allowed	○	○	○	○	○	○	○
60 Helps others when their work load increases (assists other until they get over the hurdles)	○	○	○	○	○	○	○

Continue

Please answer each question using the following scale describing how characteristic your behavior is of the following statements.

1	2	3	4	5	6	7
Very Uncharacteristic	Pretty Much Uncharacteristic	Slightly Uncharacteristic	Nor Agree or Disagree	Slightly Characteristic	Pretty Much Characteristic	Very Characteristic

61 Gives advance notice if unable to come to work

1	2	3	4	5	6	7
○	○	○	○	○	○	○

62 Spends a great deal of time in personal telephone conversations

1	2	3	4	5	6	7
○	○	○	○	○	○	○

63 Does not take unnecessary time off work

1	2	3	4	5	6	7
○	○	○	○	○	○	○

64 Assists others with their duties

1	2	3	4	5	6	7
○	○	○	○	○	○	○

65 Makes innovative suggestions to improve the overall quality of the department

1	2	3	4	5	6	7
○	○	○	○	○	○	○

66 Does not take extra breaks

1	2	3	4	5	6	7
○	○	○	○	○	○	○

67 Does not spend a great deal of time in idle conversation

1	2	3	4	5	6	7
○	○	○	○	○	○	○

Next Section

This section contains items regarding demographics/personal characteristics. Respond to each item by TYPING in the information requested or CLICKING in the corresponding circles that best describe you.

68 What is your employment category?

      ○ Active Duty Military   ○ Civilian

69 If civilian, were you prior military?

      ○ Yes   ○ No   ○ Does Not Apply

70 What is your gender?

      ○ Male   ○ Female

71 What is your highest education level?

      ○ GED / Some high School   ○ Graduate Degree

      ○ Some College - Associates Degree   ○ Doctorate

      ○ Bachelor's Degree

72 What is your current rank or grade? (if other, please list)

[Does not apply ▾]   [   ]

73 Describe your occupation (e.g. engineer, scientist, program manager)?

[   ]

74 Please list your office symbol. (e.g. organization/section, 88 CPTS/FMFCC, SAF/USAL)?

[   ]

[Continue]

Thank You for your Participation!

Reassurance of Anonymity
ALL ANSWERS ARE ANONYMOUS AND CONFIDENTIAL. No one other than the research team will see your completed questionnaire. Findings will be reported at the group level only (i.e. individual level findings will not be reported). We asked for some demographic information in order to interpret results more accurately. Reports summarizing trends in large groups may be published.

Questions/Concerns
If you have any questions or concerns please feel free to contact the research team members listed at the beginning of the questionnaire. We appreciated your participation and would be happy to address any questions you may have regarding the questionnaire or our research in general.

Feedback
Under the FOIA, the public can request the results of your survey. If you are interested in getting feedback or our research results, please contact me via email at **jennifer.carbajal@afit.edu or michael.rehg@afit.edu** . Please do not write your name anywhere on the survey.

Close Survey

Appendix B: Copy of Email and Reminders sent to Participants

Dear Employee of the USAF: January 2006
The Air Force Institute of Technology is conducting a study to assess the relationships between employees and their organizations. We are sending you a link to a questionnaire (AF Survey Control Number: 05-134), which includes items addressing organizational values, assumptions, interpretations, approaches, employee/employer obligations, and organizational citizenship behavior. Collecting this information can have great benefit because it can form the basis for policies that improve the organizational environment for all members of the military.

We are very interested in your perceptions regarding your organization. The best way for us to collect your attitudes and opinions about your organization is for you to tell us what they are. We will not be sending out surveys to any other officers, therefore, your participation is extremely important to us. Please take the time to complete the survey online at your convenience. Also, if you could take a moment and forward this email on to your immediate supervisor, we would like to know their perceptions as well. Their responses will not be connected to your participation or results. However, it would help us tremendously in our ability to make valid and more accurate conclusions from the data collected, making the study better.

The survey is completely anonymous. We are prevented by law from violating your privacy. You do not have to provide your name on the survey, so it will never be associated with the responses you give. The website pages are not coded in any way to identify you.

Your participation in the study is voluntary, and there is no adverse affect on you if you choose not to participate. If you do choose to participate, you do not have to answer any question to which you object. We hope that you and your supervisor will choose to participate, however, so that we can gather a thorough picture of the relationships between employees and their organizations in the USAF today.

In a survey such as this, each person who participates represents thousands of other service personnel. In order for us to have useful results, it is very important that you provide complete and accurate responses to the questions asked. The survey should take approximately 20 minutes to complete.

For your convenience, we have attached a link (below) that will direct you to the survey to be filled out online. Directions for marking your answer choices are given on each webpage. Please read the instructions carefully. If you have questions about the study, please email or call Dr. Michael Rehg (michael.rehg@afit.edu) at 937-255-6565, x4574. You may also email me at jennifer.carbajal@afit.edu.   Thank you for your participation in this important study.

Click here: http://www.afit.edu/en/Surveys/jcarbajalSurvey

                                                        //signed//
                                                        Lt Jennifer M. Carbajal
                                                        AFIT Graduate Student

Dear Employee of the USAF: January 2006

We would like to stress the extreme importance of your participation in the data collection from questionnaire (AF Survey Control Number: 05-134). We will not be sending out surveys to any other officers, therefore, your participation is extremely important to us. Please take the time to complete the survey online at your convenience. For your convenience, we have attached a link (below) that will direct you to the survey to be filled out online. If you have already taken the survey, please disregard this message.

Also, if you could take a moment and forward this email on to your immediate supervisor, we would like to know their perceptions as well. Their responses will not be connected to your participation or results. However, it would help us tremendously in our ability to make valid and more accurate conclusions from the data collected, making the study better. The survey is completely anonymous. We are prevented by law from violating your privacy. You do not have to provide your name on the survey, so it will never be associated with the responses you give. The website pages are not coded in any way to identify you. If you have questions about the study, please email or call Dr. Michael Rehg (michael.rehg@afit.edu) at 937-255-6565, x4574. You may also email me at jennifer.carbajal@afit.edu.   Thank you for your participation in this important study.

Click here: http://www.afit.edu/en/Surveys/jcarbajalSurvey

//signed//
Lt Jennifer M. Carbajal
AFIT Graduate Student

Dear Employee of the USAF: January 2006

We would like to thank all of you who have taken the time to assist in this important study. If you have already taken the survey, please disregard this message. For those of you who have not had the opportunity to participate, we stress the extreme importance of your participation in the data collection from questionnaire (AF Survey Control Number: 05-134). **We will not be sending out any further reminders, therefore, your participation at this time is <u>extremely</u> <u>important</u> to us. Please take 20 minutes to complete the survey online when possible.** For your convenience, we have attached a link (below) that will direct you to the survey to be filled out online.

Also, if you could take a moment and <u>forward this email on to your immediate supervisor</u>, we would like to know their perceptions as well. Their responses will not be connected to your participation or results. However, it would help us tremendously in our ability to make valid and more accurate conclusions from the data collected, making the study better. The survey is <u>completely anonymous</u>. We are prevented by law from violating your privacy. You do not have to provide your name on the survey, so it will never be associated with the responses you give. The website pages are not coded in any way to identify you. If you have questions about the study, please email or call Dr. Michael Rehg (michael.rehg@afit.edu) at 937-255-6565, x4574. You may also email me at jennifer.carbajal@afit.edu.   Thank you for your participation in this important study.

Click here: http://www.afit.edu/en/Surveys/jcarbajalSurvey

//signed//
Lt Jennifer M. Carbajal
AFIT Graduate Student

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14. ABSTRACT

The issue of what antecedents of organizational citizenship behavior (OCB) and psychological contracts (PC) employees form with their organization has also been of interest as they have many implications on an employee's extra-role behavior, specifically OCBs. This research investigates the relationship between types of PCs (a) relational and (b) transactional and the propensity to perform (a) altruism and (b) compliance OCB. Furthermore, the influence of organizational culture (OC) dimensions (a) internal orientation and (b) external orientation on this relationship was explored. The results show that transactional PCs were negatively related to both dimensions of OCB. Relational PCs were positively related to both dimensions of OCB. For both OCB dimensions, OC moderated this relationship only when a transactional PC was prevalent. When a relational PC was prevalent, neither internally or externally oriented OCs moderated the relationship between relational PCs and either dimension of OCB, but an unexplored dimension of OC (flexibility) emerged as a moderator between relational PCs and the compliance dimension of OCB. This research aided in providing insight into employee's organizational behavior within a military context, specifically exploring their type of PC formed, their perception of the culture of their organization, and their propensity to perform OCB.

15. SUBJECT TERMS

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